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Financing of the United Nations Mission in Liberia

Budget for the United Nations Mission in Liberia for the period from 1 July 2006 to 30 June 2007

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in Liberia (UNMIL) for the period from 1 July 2006 to 30 June 2007, which amounts to $717,119,700 inclusive of budgeted voluntary contributions in kind in the amount of $264,000.

The budget provides for the deployment of 215 military observers, 14,785 military contingents, 1,115 United Nations police including formed units, 599 international staff, 957 national staff and 278 United Nations Volunteers.

The total resource requirements for UNMIL for the financial period 1 July 2006 to 30 June 2007 have been linked to the Mission's objective through a number of results-based frameworks, grouped by components: ceasefire, humanitarian and human rights, security reform, peace process and support. The human resources of the Mission in terms of number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have, where applicable, been linked to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July 2006 to 30 June 2007.)

Category	Expenditures (2004/05)	Apportionment (2005/06)	Cost estimates (2006/07)	Variance	
				Amount	Percentage
Military and police personnel	393 267.7	372 059.3	378 911.9	6 852.6	1.8
Civilian personnel	98 618.9	106 498.9	108 487.8	1 988.9	1.9
Operational costs	249 078.2	243 863.9	229 456.0	(14 407.9)	(5.9)
Gross requirements	**740 964.8**	**722 422.1**	**716 855.7**	**(5 566.4)**	**(0.8)**
Staff assessment income	9 768.1	11 215.7	10 305.0	(910.7)	(8.1)
Net requirements	**731 196.7**	**711 206.4**	**706 550.7**	**(4 655.7)**	**(0.7)**
Voluntary contributions in kind (budgeted)	120.0	120.0	264.0	144.0	120.0
Total requirements	**741 084.8**	**722 542.1**	**717 119.7**	**(5 422.4)**	**(0.8)**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*United Nations Volunteers*	*Total*
Executive direction and management								
Approved 2005/06	—	—	—	—	10	—	—	**10**
Proposed 2006/07	—	—	—	—	11	—	—	**11**
Components								
Ceasefire								
Approved 2005/06	215	14 785	—	—	7	—	—	**15 007**
Proposed 2006/07	215	14 785	—	—	4	—	—	**15 004**
Humanitarian and human rights								
Approved 2005/06[c]	—	—	—	—	75	45	26	**146**
Proposed 2006/07	—	—	—	—	73	46	26	**145**
Security reform								
Approved 2005/06	—	—	635	480	36	25	10	**1 186**
Proposed 2006/07[d]	—	—	875	240	35	27	10	**1 187**
Peace process								
Approved 2005/06	—	—	—	—	115	85	197	**397**
Proposed 2006/07	—	—	—	—	86	62	44	**192**
Support								
Approved 2005/06[e]	—	—	—	—	394	656	198	**1 248**
Proposed 2006/07[e]	—	—	—	—	390	822	198	**1 410**
Total								
Approved 2005/06	215	14 785	635	480	637	811	431	**17 994**
Proposed 2006/07	215	14 785	875	240	599	957	278	**17 949**
Net change	**—**	**—**	**240**	**(240)**	**(38)**	**146**	**(153)**	**(45)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Includes temporary positions (4 P-3 and 5 National Officers) funded under general temporary assistance.
[d] As of 1 January 2007, the number of United Nations police officers will be reduced on a monthly basis. The number of formed police units will be reduced from two units to one unit beginning 1 March 2007.
[e] Includes Conduct and Discipline Team temporary positions (1 D-1, 2 P-4, 1 P-2, 1 Field Service, 1 National Officer and 1 national General Service staff) funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

1. The mandate of the United Nations Mission in Liberia (UNMIL) was established by the Security Council in its resolution 1509 (2003) of 19 September 2003. The most recent extension of the mandate was authorized by the Council in its resolution 1626 (2005) of 19 September 2005.

2. The Mission is mandated to help the Security Council achieve an overall objective, namely, to advance the peace process in Liberia.

3. Within this overall objective, the Mission will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are grouped by components: ceasefire, humanitarian and human rights, security reform, peace process and support.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared to the budget of 2005/06, including reclassifications, have been explained under the respective components.

5. Under Security Council resolution 1626 (2005), UNMIL was mandated to provide security for the Special Court for Sierra Leone. This new task will have an impact on the use and deployment of the UNMIL military component, which will have a unit in Sierra Leone for the duration of the Special Court's mandate. Support to the Special Court will mainly have an impact on the ceasefire component, owing to the provision of security personnel, and on the support component, as UNMIL troops deployed in Sierra Leone will rely on the Mission for some logistical and other support.

6. In the 2006/07 period, the Mission seeks efficiency gains by implementing more stringent proficiency testing of all drivers, including safety awareness campaigns, implementing a one-stop-shop for check-in and check-out procedures for personnel, implementing an electronic fund transfer system in order to reduce the cost of cash transfers and converting 10 international posts to national posts.

7. The Mission is organized in four sectors covering 15 counties, with the Mission headquarters, located in Monrovia, also covering sector 1, which encompasses the greater Monrovia area. Three sector headquarters are established outside Monrovia: sector 2 covers the counties of Bomi, Grand Cape Mount and Lofa, along Liberia's borders with Sierra Leone and Guinea; sector 3 covers the counties of Grand Bassa, Bong and part of Nimba bordering Côte d'Ivoire; and sector 4 covers the counties of Sinoe, River Cess, Grand Cedeh, Grand Kru and Maryland, along the country's border with Côte d'Ivoire.

Executive direction and management

8. Overall Mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff										
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	*Subtotal*	*National staff*	*United Nations Volunteers*	*Total*
Immediate Office of the Special Representative of the Secretary-General											
Approved 2005/06	1	1	3	1	—	4	—	**10**	—	—	**10**
Proposed 2006/07	1	1	4	1	—	4	—	**11**	—	—	**11**
Net change	—	—	**1**	—	—	—	—	**1**	—	—	**1**

9. International staff: increase of one post

(a) The redeployment of one post (P-4) from component 2 results in a net increase of one post;

(b) During the current period, the Mission's focus is to ensure a successful national election and the maintenance of post-electoral stability in Liberia. An Adviser to the Special Representative of the Secretary-General is therefore necessary to monitor the transition strategy of the Mission. The Adviser will identify issues, both related to the work of the Mission and within new government bodies of Liberia, which must be addressed in order to develop transition plan benchmarks to measure progress. Responsibilities also include monitoring and reporting on the stages of the transition and providing recommendations to the Special Representative of the Secretary-General on fulfilling core tasks as they evolve throughout the duration of the transition.

Component 1: ceasefire

Expected accomplishments	*Indicators of achievement*
1.1 Stable security environment in Liberia	1.1.1 No serious violations of the ceasefire agreement (2004/05: 0; 2005/06: 0; 2006/07: 0)

Outputs

- 1,737,400 mobile and foot patrol person days (troops) to monitor the Liberian border for illegal movements of weapons and people, illegal movement of natural resources and the pursuit of illegally held weapons (35 troops per patrol x 34 patrols per sector x 4 sectors x 365 days)
- 730,000 troop-manned observation post person days (10 troops per observation post x 50 observation posts per sector x 4 sectors x 365 days)
- 459,900 person days to secure key installations (20 troops per key installation x 63 installations x 365 days)

- 29,200 mobile patrol person days (military observers) to investigate violations of the ceasefire along the Liberian borders and to monitor for illegal movement of natural resources (4 military observers per patrol x 5 patrols per sector x 4 sectors x 365 days)
- 7,896 air patrol hours
- 91,250 troop protection person days to secure the Special Court for Sierra Leone (250 troops x 365 days)

External factors

Regional States will continue to respect the territorial integrity of Liberia. Troop-contributing countries will continue to provide the necessary military capabilities

Table 2

Human resources: component 1, ceasefire

Category	*Total*
I. Military contingents	
Approved 2005/06	215
Proposed 2006/07	215
Net change	—
II. Military contingents	
Approved 2005/06	14 785
Proposed 2006/07	14 785
Net change	—

	International staff										
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Force Commander											
Approved 2005/06	1	1	—	—	—	2	—	**4**	—	—	**4**
Proposed 2006/07	1	1	—	—	—	2	—	**4**	—	—	**4**
Net change	—	—	—	—	—	—	—	—	—	—	—
Joint Monitoring Commission secretariat											
Approved 2005/06	—	—	1	—	1	1	—	3	—	—	3
Proposed 2006/07	—	—	—	—	—	—	—	—	—	—	—
Net change	—	—	**(1)**	—	**(1)**	**(1)**	—	**(3)**	—	—	**(3)**

III. Civilian staff	International staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	General Service	Security Service	Subtotal	National staff	United Nations Volunteers	Total
Subtotal, civilian staff											
Approved 2005/06	1	1	1	—	1	3	—	7	—	—	7
Proposed 2006/07	1	1	—	—	—	2	—	4	—	—	4
Net change	—	—	(1)	—	(1)	(1)	—	(3)	—	—	(3)
Grand total (I-III)											
Approved 2005/06											**15 007**
Proposed 2006/07											**15 004**
Net change											**(3)**

Justification

- **International staff**: decrease of 3 posts

  The decrease of 3 posts in the Joint Monitoring Commission results from the redeployment of 1 post (P-4) to the Office of the Chief, Administrative Services, component 5, and the abolishment of 2 posts (1 Field Service and 1 General Service (Other level)).

  The Joint Monitoring Commission is no longer needed following the dissolution of military organizations.

Component 2: humanitarian and human rights

Expected accomplishments	*Indicators of achievement*
2.1 Improved humanitarian conditions in Liberia	2.1.1 Increase in the total number of returning Liberian refugees (2004/05: 26,000; 2005/06: 74,000; 2006/07: 144,000)
	2.1.2 Increase in the total number of ex-combatants who participate in rehabilitation and reintegration programmes (2004/05: 30,000; 2005/06: 41,000; 2006/07: 61,000)

Outputs

- Co-chair, with local government in the 15 counties of Liberia, monthly sector coordination meetings and working groups of non-governmental organizations (NGOs) (United Nations Children's Fund (UNICEF), World Food Programme (WFP), United Nations Development Programme (UNDP), Office of the United Nations High Commissioner for Refugees (UNHCR), Food and Agriculture Organization of the United Nations (FAO))
- Weekly monitoring visits to communities of return in Lofa, Nimba, Bong and Grand Cape Mount Counties
- Implementation of 20 quick-impact projects to ensure the sustainability of the return of internally displaced persons and refugees

- 100 monitoring visits to refugee and transit camps to ensure and sustain the return process undertaken by various United Nations agencies and NGOs

- Coordination of quarterly joint assessment reports in cooperation with UNDP, WFP, UNICEF, the World Health Organization (WHO), UNHCR, the United Nations Development Fund for Women (UNIFEM), the United Nations Human Settlements Programme (HABITAT), the United Nations Environment Programme (UNEP), FAO and 35 NGOs (the humanitarian partners) to identify gaps and avoid duplication in humanitarian assistance

- Weekly and monthly writing and posting of reports on the ReliefWeb Internet site on the humanitarian situation throughout the country

- Provision of advice to the Government on the capacity of the Liberian Refugee Repatriation and Resettlement Commission effectively to meet and address the humanitarian needs of the returnees and communities of return

- Provision of advice to government agencies (Liberia Refugee Repatriation and Resettlement Commission and Ministry of Internal Affairs) in taking over responsibility for relief, recovery and rehabilitation efforts and on mobilization of resources, including interaction with donors and training of government staff

- Provision of advice to the Government on development and management of a national database on relief, recovery and development

- Facilitation and organization of the establishment of a functional humanitarian information mechanism on vulnerable groups, the humanitarian community and donors, in cooperation with UNDP, WFP, UNICEF, WHO, UNHCR, UNIFEM, HABITAT, UNEP, FAO and other humanitarian partners

- Nationwide public information campaign on humanitarian assistance and development, including 3 hours of airtime on television, 24 hours of airtime per week on radio, 200,000 flyers and 100,000 posters

- 2 awareness-raising seminars for 100 local journalists on the interim poverty reduction strategy process

- Coordination of 10 weekly sector meetings and biweekly Humanitarian Action Committee meetings to identify and address gaps regarding the emerging needs of civilians

- Organization of 2-day mid-year review/workshop with all humanitarian partners to address the humanitarian concerns and develop and revise the humanitarian appeal

- Coordination of quarterly meetings with UNHCR, UNICEF, WFP, UNDP and NGOs in the region on contingency/cross-border activities for early warning preparedness on regional tensions

- Organization of bimonthly advocacy meetings and quarterly seminars on the situation of vulnerable groups (including women and children) with responsible government officials, civil society and the donor community

- Provision of advice to the Liberia Refugee Repatriation and Resettlement Commission, the Ministry of Internal Affairs and the Ministry of Foreign Affairs on the creation and ratification of national legislation to comply with international treaty obligations relating to humanitarian issues

- Provision of advice to the Liberian National Commission for disarmament, demobilization, rehabilitation and reintegration referral and counseling offices on reintegration of ex-combatants into their communities of origin

- Monitoring and reporting on children in armed conflict to the Security Council and Member States in accordance with Security Council resolutions, including 1612 (2005)

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards protection of human rights, fundamental freedoms and national reconciliation in Liberia	2.2.1 The Government issues a baseline study on the human rights situation
	2.2.2 The Independent National Human Rights Commission issues an annual report
	2.2.3 Women's rights component established within the Independent National Human Rights Commission
	2.2.4 Increase in total number of Peace and Reconciliation Committees established in counties and districts (2004/05: 75; 2005/06: 120; 2006/07: 150)

Outputs

- Organization of 2 human rights sensitization workshops for judges, 2 gender training sessions for the staff of the Independent National Human Rights Commission, 2 training workshops for government officials on reporting to international treaty monitoring bodies and 2 follow-up seminars on human rights and law enforcement for police officers
- Organization of a seminar series on human rights investigation, analysis and reporting for the commissioners and staff of the Truth and Reconciliation Commission and a series of national workshops for public servants and civil society on the implementation of the national action plan for human rights
- Facilitation of the establishment of a national human rights monitoring network and provision of 3 training sessions for NGOs and advice to NGOs on strategic planning and network development
- Training of 20 women's groups to participate in and utilize the Independent National Human Rights Commission
- Nationwide sensitization campaign on human rights issues including sexual and gender-based violence and HIV/AIDS by means of video outreach, 15 groups of traditional communicators, 10 radio spots per week and 1 newspaper advertisement per week in 20 newspapers
- Nationwide outreach campaign to promote the Truth and Reconciliation Commission, including 150 community meetings, 5 hours of airtime on community radio stations, 50,000 posters, 100,000 flyers and weekly UNMIL radio live coverage of Truth and Reconciliation Committee proceedings
- Nationwide public information campaign to promote reconciliation, conflict resolution and good governance, including 20 sporting events, 2 debating tournaments, 50 billboards, 30,000 flyers, 15 groups of traditional communicators and 20 hours of radio airtime per month and 10 advertisements per month in local newspapers

Table 3
Human resources: component 2, humanitarian and human rights

	International staff										
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of Deputy Special Representative of the Secretary-General[b] (Recovery and Governance)											
Approved 2005/06[c]	1	—	4	4	—	4	—	**13**	4	4	**21**
Proposed 2006/07	1	—	3	4	—	3	—	**11**	4	3	**18**
Net change	—	—	**(1)**	—	—	**(1)**	—	**(2)**	—	**(1)**	**(3)**
Reintegration, Rehabilitation and Recovery Section											
Approved 2005/06[c]	—	1	9	5	—	3	—	**18**	8	7	**33**
Proposed 2006/07	—	1	10	5	—	4	—	**20**	8	8	**36**
Net change	—	—	**1**	—	—	**1**	—	**2**	—	**1**	**3**
Humanitarian Coordination Section											
Approved 2005/06[d]	—	—	4	5	—	1	—	**10**	12	6	**28**
Proposed 2006/07	—	—	4	5	—	1	—	**10**	12	6	**28**
Net change	—	—	—	—	—	—	—	—	—	—	—
Quick-impact Projects Unit											
Approved 2005/06	—	—	1	—	—	1	—	**2**	1	—	**3**
Proposed 2006/07	—	—	1	—	—	1	—	**2**	1	—	**3**
Net change	—	—	—	—	—	—	—	—	—	—	—
Human Rights and Protection Section											
Approved 2005/06	—	1	9	16	—	3	—	**29**	13	6	**48**
Proposed 2006/07	—	1	8	15	—	3	—	**27**	14	6	**47**
Net change	—	—	**(1)**	**(1)**	—	—	—	**(2)**	**1**	—	**(1)**
Gender Adviser Unit											
Approved 2005/06	—	—	1	1	—	—	—	**2**	5	2	**9**
Proposed 2006/07	—	—	1	1	—	—	—	**2**	5	2	**9**
Net change	—	—	—	—	—	—	—	—	—	—	—
HIV Adviser Unit											
Approved 2005/06	—	—	1	—	—	—	—	**1**	2	1	**4**
Proposed 2006/07	—	—	1	—	—	—	—	**1**	2	1	**4**
Net change	—	—	—	—	—	—	—	—	—	—	—

	International staff										
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	*Total*
Subtotal, civilian staff											
Approved 2005/06	1	2	29	31	—	12	—	**75**	45	26	**146**
Proposed 2006/07	1	2	28	30	—	12	—	**73**	46	26	**145**
Net change	—	—	**(1)**	**(1)**	—	—	—	**(2)**	**1**	—	**(1)**

[a] Includes national officers and national General Service staff.
[b] The post of Deputy Special Representative of the Secretary-General, who also serves as Resident Coordinator of UNDP, has been costed at 50 per cent of total cost.
[c] Includes temporary positions (2 P-3) funded under general temporary assistance.
[d] Includes temporary positions (5 National Officers) funded under general temporary assistance.

Justification

- **International staff**: decrease of 2 posts

The redeployment of 1 post (P-4) from the Human Rights and Protection Section to Executive Direction and Management and the conversion of 1 post (P-2) in the Human Rights and Protection Section to a national post will result in a net decrease of 2 posts.

Two Programme Officers (P-3) in the Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance) are currently funded under general temporary assistance, pending development of a long-term perspective on humanitarian coordination. Information in this regard is contained in section V of the present report. These officers will continue their ongoing responsibilities of programme planning and assessment and the posts therefore need to be regularized. The officers provide advice and backstopping support to the implementation and evaluation of the results-focused transitional framework, which is the approved mechanism for implementing the transition of the country from relief and development to greater independence and self-government, in line with the Comprehensive Peace Agreement.

The Relief, Recovery and Rehabilitation Section has been renamed the Reintegration, Rehabilitation and Recovery Section to reflect the change in focus from the provision of support to relief operations to the oversight of the reintegration of former combatants. Two posts (1 P-4 and 1 General Service (Other level)) will be redeployed from the Office of the Deputy Special Assistant to the Secretary-General to the Reintegration, Rehabilitation and Recovery Section. The Field Officer (P-4), in the Field Unit, will be responsible for supervising inter-agency area-based analysis and planning related to reintegration and rehabilitation, including circumstances surrounding displacement and current capacities of communities to receive ex-combatants. The Administrative Assistant (General Service) in the War-affected Populations Office, will lend support to ongoing reintegration projects and services. Two Programme Officers (P-3), also currently funded under general temporary assistance pending development of a long-term perspective on humanitarian coordination, will continue supporting the reintegration of returning internally displaced persons and ex-combatants into their communities. The officers' responsibilities include conducting assessment missions to identify gaps in services, coordinating activities and campaigns for the reintegration of ex-combatants and undertaking capacity-building in local communities. The long duration of the reintegration process within the larger context of socio-economic recovery in the regions necessitates the regularization of the posts.

- **National staff**: decrease of 1 post

  The conversion of 1 international post (P-2) to a national post in the Human Rights and Protection Section will result in the increase of 1 post.

  The Human Rights Training Officer (National Officer) will be responsible for coordinating training programmes for national law enforcement officials, civil society and NGO personnel and for promoting community mobilization.

  Five Humanitarian Affairs Officers (National Officers) in the Humanitarian Coordination Section are currently funded under general temporary assistance, pending development of a long-term perspective on humanitarian coordination. They will continue to support the return process of internally displaced persons in liaison with national and local government bodies. Owing to the ongoing nature of coordinating support services, the posts need to be regularized.

- **United Nations Volunteers**: no net change

  One United Nations Volunteer will be redeployed from the Office of the Deputy Special Representative of the Secretary-General to the Reintegration, Rehabilitation and Recovery Section Field Unit to support the resettlement of communities and to strengthen the information and coordination functions of the Section.

Component 3: security reform

Expected accomplishments	*Indicators of achievement*
3.1 Enhanced public law and order and operational capacity of the Liberian National Police Service	3.1.1 Increase in the total number of Liberian National Police stations recommissioned (2004/05: 15; 2005/06: 30; 2006/07: 62)
	3.1.2 Increase in the total number of deployed Liberian National Police Service officers (2004/05: 866; 2005/06 2,300; 2006/07: 3,500)
	3.1.3 Maintained the percentage of total female Liberian National Police Service officers (2004/05: 12 per cent; 2005/06: 15 per cent; 2006/07: 15 per cent)
	3.1.4 Increase in the total number of Liberian National Police officers (in police units) deployed (2004/05: 0 officers; 2005/06: 300 officers; 2006/07: 450 officers)

Outputs

- Provision of advice to Liberian law enforcement agencies in developing working manuals and defining tasks and accountability for each position
- Provision of advice to the Liberian National Police in management and financial accountability
- Provision of advice to and monitoring of the Liberian National Police Service on policing and human rights standards through co-location with 92 police units, including 25 outlying local police team sites outside Monrovia
- Monitoring of and provision of advice to the Liberian National Police Service on the police emergency system

- Provision of advice to the Liberian National Police Academy on training needs assessment, including specialized training and senior and mid-level police management training
- Facilitation of the expansion of community forums to all counties and monthly meetings among community police, gender county coordinators, other local organizations, NGOs, UNICEF, UNFPA, WFP, UNHCR, the American Refugee Committee, the International Rescue Committee, the Christian Children's Fund, OXFAM Great Britain, Save the Children United Kingdom and Médecins sans frontières to resolve community issues
- Provision of advice to the Liberian National Police Service on establishing women and juvenile units in stations and evaluation of a pilot station with unit
- Advice to the Liberian National Police Service on gender mainstreaming
- Advice to the Liberian Government and to identified Liberian Statutory Security Agencies for further reform and restructuring
- Training of 645 Liberian National Police Service officers/cadets in policing, human rights, code of conduct, policing ethics and use of force

Expected accomplishments	*Indicators of achievement*
3.2 Reform of the legal, judicial and correctional systems in Liberia	3.2.1 Increase in the number of criminal cases involving indictable offences prosecuted and heard by the courts (2004/05: 10; 2005/06: 70; 2006/07: 100)
	3.2.2 Increase in the number of persons graduating from the Liberian Law School (2004/05: 25; 2005/06: 45; 2006/07: 100)
	3.2.3 Increase in the total percentage of circuit, specialized and magisterial courts opened (2004/05: 50 per cent; 2005/06: 75 per cent; 2006/07: 100 per cent)
	3.2.4 Liberian Government adopts a law to establish a judicial council and complaints mechanism
	3.2.5 Penal Reform Plan approved by the Ministry of Justice
	3.2.6 Increase in the percentage of legal training programmes conducted by Liberian trainers (2004/05: 10 per cent; 2005/06: 30 per cent; 2006/07: 65 per cent)

Outputs

- Provision of advice to Liberian judicial institutions, including the Supreme Court, circuit courts, specialized courts, magistrates courts and the Justice of the Peace courts, on procedures and due process of law
- Provision of advice to the Governance, Democratic Development and Rule of Law Committee (in particular its subcommittee on the judiciary) in formulating coordinated plans to achieve the established targets in the results-focused transition framework

- Organization of 10 consultative forums workshops for the comprehensive review, drafting and codification of laws in partnership with the Ministry of Justice and members of the legal profession and civil society for the development and implementation of a master plan for justice sector reform
- Facilitation of the establishment of and provision of advice to the Liberian judicial council and complaint mechanism on the handling of misconduct of judges, prosecutors and members of the bar in line with international standards
- Facilitation of the introduction of alternative dispute resolution programmes (in collaboration with the national Government of Liberia) into the Liberian legal and judicial litigation process in the counties
- Provision of advice and drafting assistance to the Liberian Government on the establishment and progress of an Anti-Corruption Commission
- Facilitation of the extension establishment of Case Flow Management Committees in all Liberian counties to deal with excessive pre-trial detentions
- Provision of advice to the Liberian Judiciary, the Ministry of Justice, the public and private defence bar and civil society organizations involved in the area of juvenile justice on strategies for the reform of the juvenile justice system to ensure adherence to the correct practices and procedures (including revision of the Juvenile Court Procedures Code) to ensure compliance with international standards and conventions
- Provision of advice on development, management and administration to the Liberian National Bar Association and the Association of Female Lawyers of Liberia
- Monitoring of the operation of the Liberian tribal and traditional courts to ensure adherence to international human rights and fair trial standards and to the prescribed domestic rules and procedures to ensure consistency and transparency in the decision-making process
- Provision of advice to 100 Liberian chiefs and elders working within the traditional court system on the correct legal practices and procedures to be adopted
- Training of 50 Liberian judges, 200 magistrates, 100 prosecutors and 15 county attorneys on substantive and procedural law, courtroom management, ethics and case file management
- Development of training tools and assessment modules for judges, magistrates and prosecutors to support ongoing training initiatives, serve as a practical legal reference text and ensure sustainability and consistency in the prosecution and judicial processes
- Facilitation of donor funding for scholarship schemes for the Liberian Law School, including new courses for law students and the establishment of legal aid clinics
- Organization of corrections induction training courses for 175 students
- Conduct of follow-up management training for 15 correctional managers
- Conduct of supervisor training for 30 corrections officers
- Mentor and conduct train-the-trainers courses for 20 corrections officers
- Training of 12 corrections staff in first aid and fire warden
- Weekly meetings with government officials, NGOs, donor countries and human rights specialists regarding correctional system reform

- Co-location of corrections mentors at 9 prisons, weekly visits to a further 4 prisons and continued assessments in areas where facilities have not yet been identified

Expected accomplishments	*Indicators of achievement*
3.3 Establishment of a new and restructured Liberian military	3.3.1 Increase in the total number of Liberian armed forces personnel recruited and trained (2004/05: 0; 2005/06: 1,500; 2006/07: 2,500)

Outputs

- Provision of advice to the Liberian Government on the continuing recruitment, training and deployment of Liberian military, in cooperation with the Economic Community of West African States, the African Union, international organizations and interested Member States

External factors

Police-contributing countries will continue to provide civilian personnel. Donors will continue to provide resources for the restructuring of the Liberian military

Table 4
Human resources: component 3, security reform

Category	*Total*
I. United Nations police	
Approved 2005/06	**635**
Proposed 2006/07	**875**
Net change	**240**
II. Formed police units	
Approved 2005/06	**480**
Proposed 2006/07	**240**
Net change	**(240)**

	International staff										
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Corrections and Prison Advisory Service											
Approved 2005/06	—	—	4	—	2	1	—	7	—	4	**11**
Proposed 2006/07	—	—	4	—	2	1	—	7	—	4	**11**
Net change	—	—	—	—	—	—	—	—	—	—	—

	International staff										
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Legal Affairs Section											
Approved 2005/06	—	—	2	—	—	1	—	**3**	1	—	4
Proposed 2006/07	—	—	2	1	—	1	—	**4**	1	—	5
Net change	—	—	—	**1**	—	—	—	**1**	—	—	**1**
Legal and Judicial System Support Division											
Approved 2005/06	—	1	7	6	—	2	—	**16**	22	6	**44**
Proposed 2006/07	—	1	7	6	—	2	—	**16**	22	6	**44**
Net change	—	—	—	—	—	—	—	—	—	—	—
Office of the United Nations Police Commissioner											
Approved 2005/06	—	2	5	—	—	3	—	**10**	2	—	**12**
Proposed 2006/07	—	2	5	—	—	1	—	**8**	4	—	**12**
Net change	—	—	—	—	—	**(2)**	—	**(2)**	**2**	—	—
Subtotal, civilian staff											
Approved 2005/06	—	3	18	6	2	7	—	**36**	25	10	**71**
Proposed 2006/07	—	3	18	7	2	5	—	**35**	27	10	**72**
Net change	—	—	—	**1**	—	**(2)**	—	**(1)**	**2**	—	**1**
Grand total (I-III)											
Approved 2005/06											**1 186**
Proposed 2006/07											**1 187**
Net change											**1**

[a] Includes National Officers and national General Service staff.

Justification

- **International staff**: decrease of 1 post

  The creation of 1 post (P-3) in the Legal Affairs Section and the conversion of 2 posts (General Service (Other level)) to national posts in the Office of the United Nations Police Commissioner, result in a net decrease of 1 post.

  An additional Legal Officer (P-3) is required in the Legal Affairs Section in view of the growing workload of the Section owing to the increasing number of Board of Inquiry cases and agreements. The incumbent will be responsible for drafting and reviewing a variety of contracts and code cables and providing advise on claims, investigation reports, rulings by Liberian courts, memorandums of understanding, legal policies and personnel issues for senior management and Liberian legal entities to ensure that procedures and best practices are fully applied.

- **National staff**: increase of 2 posts

  Two posts (national General Service) result from the conversion of 2 international posts in the Office of the United Nations Police Commissioner. The incumbents will provide administrative support to the section.

Component 4: peace process

Expected accomplishments	*Indicators of achievement*
4.1 Consolidation of national authority throughout the country	4.1.1 Increase in the total number of civil servants returned to their duty stations in the counties (2004/05: 768; 2005/06: 1,200; 2006/07: 1,400)
	4.1.2 Increase in the total number of traditional leaders returned to the counties (2004/05: 60; 2005/06: 125; 2006/07: 150)
	4.1.3 Compliance with requirements to rejoin the Kimberley Process certification of diamonds

Outputs

- Facilitation of the transportation of government officials to return to their respective duty stations in the counties
- Facilitation of the rehabilitation of public facilities, administrative buildings, including provision of basic equipment through donor funds
- Facilitation of the training of 5,000 persons on conflict resolution, civic education and human rights in 100 (of 500) districts
- Provision of advice to the Ministries of Education, Youth and Sports on the implementation of a National Youth Policy and Youth Service
- Provision of advice to the Government on the drafting of a national mining policy
- Facilitation of the establishment (by the National Transitional Government of Liberia) of a multi-agency reform team to effect management changes in the Forestry Development Authority

Table 5
Human resources: component 4, peace process

	International staff										
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Deputy Special Representative of the Secretary-General											
Approved 2005/06	1	—	1	1	—	2	—	**5**	—	1	**6**
Proposed 2006/07	1	—	1	1	—	2	—	**5**	—	1	**6**
Net change	—	—	—	—	—	—	—	—	—	—	—

Civilian staff	International staff								National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	General Service	Security Service	Subtotal			
Political Planning and Policy Unit											
Approved 2005/06	—	1	6	2	1	2	—	**12**	1	4	**17**
Proposed 2006/07	—	1	6	2	1	2	—	**12**	1	4	**17**
Net change	—	—	—	—	—	—	—	—	—	—	—
Electoral Division[b]											
Approved 2005/06	—	1	8	12	4	2	—	**27**	25	153	**205**
Proposed 2006/07	—	—	—	—	—	—	—	—	—	—	—
Net change	—	**(1)**	**(8)**	**(12)**	**(4)**	**(2)**	—	**(27)**	**(25)**	**(153)**	**(205)**
Communications and Public Information Office											
Approved 2005/06	—	1	3	11	4	1	—	**20**	36	8	**64**
Proposed 2006/07	—	1	3	10	3	1	—	**18**	38	8	**64**
Net change	—	—	—	**(1)**	**(1)**	—	—	**(2)**	**2**	—	—
Civil Affairs Section											
Approved 2005/06	—	1	26	17	4	3	—	**51**	23	31	**105**
Proposed 2006/07	—	1	26	17	4	3	—	**51**	23	31	**105**
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal, civilian staff											
Approved 2005/06	1	4	44	43	13	10	—	**115**	85	197	**397**
Proposed 2006/07	1	3	36	30	8	8	—	**86**	62	44	**192**
Net change	—	**(1)**	**(8)**	**(13)**	**(5)**	**(2)**	—	**(29)**	**(23)**	**(153)**	**(205)**

[a] Includes National Officers and national General Service staff.

[b] During 2005/06, 197 posts were abolished by 31 December 2005 and the Division was transformed into an Electoral Unit with 8 posts.

Justification

- **International staff**: decrease of 29 posts

  The net decrease of 29 posts results from the abolishment of 27 posts in the Electoral Unit (1 D-2, 1 P-5, 7 P-4, 11 P-3, 1 P-2, 4 Field Service, 2 General Service (Other level)), and the conversion of 2 posts (1 P-2 and 1 Field Service) in the Communications and Public Information Office to national posts.

- **National staff**: decrease of 23 posts

  The net decrease of 23 posts results from the abolishment of 25 posts in the Electoral Division (2 National Officers and 23 national General Service) and the conversion of 2 international posts (1 National Officer and 1 national General Service).

  The National Officer will oversee media monitoring, organize training programmes for Liberian journalists

and research capacity-building within media organizations. The national General Service staff will lead and oversee the maintenance of the transmitters.

- **United Nations Volunteers**: decrease of 153 posts

  The abolishment of the Electoral Division results in the abolishment of 153 United Nations Volunteer posts.

Component 5: support

Expected accomplishments	*Indicators of achievement*
5.1 Effective and efficient logistical, administrative and security support to the Mission	5.1.1 Reduction in the number of major car accidents involving repair costs of more than $500 (2004/05: 98; 2005/06: 88; 2006/07: 78)
	5.1.2 Reduction in the number of days for international staff, United Nations police and military personnel to check in and check out (2004/05: 4; 2005/06: 4; 2006/07: 1)
	5.1.3 Reduction in the cost of individual bank transfers (2004/05: $8; 2005/06: $8; 2006/07: $2)

Outputs

Service improvements

- Implementation of more stringent proficiency testing of all vehicle users, including safety awareness campaigns initiated by the Transport Section on traffic and safety and penalties for road violations recorded by the CarLog system
- Implementation of a one-stop-shop for check-in and check-out procedures for international staff, United Nations police and military personnel
- Implementation of an electronic fund transfer system

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average troop strength of 15,651, including 215 military observers
- Emplacement, rotation and repatriation of an average number of 998 United Nations police and formed police units
- Supply and storage of rations and potable water emergency reserves for an average troop strength of 15,651, including United Nations police and formed police in units
- Provision of accommodation and related services (catering, laundry and haircutting) to an average 145 staff officers
- Administration of a total strength of 599 international staff, 48 National Officers, 909 national General Service staff and 278 United Nations Volunteers
- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and disciplinary action

Facilities and infrastructure

- Maintenance and operation of an average number of 600 generators throughout the Mission area
- Maintenance of 125 UNMIL duty stations throughout Liberia (duty stations consist of 1 to 14 buildings)
- Maintenance of 7 airfields and their aviation/navigation structures

Ground transportation

- Maintenance and operation of 1,481 vehicles, including 16 armoured vehicles throughout the Mission area
- Operation of a daily shuttle bus in Monrovia for up to 1,834 international and national staff and over 145 force headquarters military staff

Air transportation

- Maintenance and operation of 3 fixed-wing and 22 rotary-wing aircraft

Naval transportation

- Maintenance and operation of 1 coastal freighter

Communication

- Maintenance and operation of 32 very small aperture terminal (VSAT) systems, 15 telephone exchanges, 90 VHF and 18 UHF repeaters and transmitters, 90 microwave links and 7 VHF FM radio broadcast stations

Information technology

- Support and maintenance of wide-area networks, 2,066 desktop computers, 93 servers, 846 laptop computers, 856 printers and 90 digital senders

Medical

- Operation and maintenance of 5 level-I clinics, 5 level-II clinics and 1 level-III clinic and medical facilities in headquarters and at the logistics base for Mission personnel and, on an emergency basis, for the local civilian population, other United Nations agencies and NGOs
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all personnel
- HIV sensitization programme (including peer education) for all personnel

Other supplies and services

- Provide essential supplies (inter alia, office stationery, cleaning materials) and services (inter alia, photocopying) to a total strength of 1,834 civilian and 798 United Nations police personnel in the Mission
- Provide effective and efficient disposal services to the Mission
- Production of 5,000 maps, using the geographic information system

Security

- Provision of security 24 hours a day, 7 days a week, to 34 premises
- Semi-annual updated security plan
- Training of 74 international security staff on weapons qualification and requalification
- Training of 63 international and 54 national security staff on X-ray machines, metal detectors, explosive detectors, VIP protection, investigation techniques, first aid, dangerous goods and other security-related topics

External factors

Status-of-forces agreement will be complied with. Vendors/contractors/suppliers are able to deliver goods and services as contracted.

Table 6
Human resources: component 5, support

	International staff										
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team[b]											
Approved 2005/06	—	1	2	1	1	—	—	**5**	2	—	7
Proposed 2006/07	—	1	2	1	1	—	—	**5**	2	—	7
Net change	—	—	—	—	—	—	—	—	—	—	—
Office of the Director of Administration											
Approved 2005/06	—	1	5	16	52	3	18	**95**	79	3	**177**
Proposed 2006/07	—	1	5	16	52	3	18	**95**	141	3	**239**
Net change	—	—	—	—	—	—	—	—	**62**	—	**62**
Administrative Services											
Approved 2005/06	—	1	17	14	38	13	—	**83**	111	54	**248**
Proposed 2006/07	—	1	18	16	38	12	—	**85**	124	60	**269**
Net change	—	—	**1**	**2**	—	**(1)**	—	**2**	**13**	**6**	**21**
Integrated Support Services											
Approved 2005/06	—	1	21	45	129	15	—	**211**	464	141	**816**
Proposed 2006/07	—	1	21	43	126	14	—	**205**	555	135	**895**
Net change	—	—	—	**(2)**	**(3)**	**(1)**	—	**(6)**	**91**	**(6)**	**79**
Subtotal, civilian staff											
Approved 2005/06	—	4	45	76	220	31	18	**394**	656	198	**1 248**
Proposed 2006/07	—	4	46	76	217	29	18	**390**	822	198	**1 410**
Net change	—	—	**1**	—	**(3)**	**(2)**	—	**(4)**	**166**	—	**162**

[a] Includes National Officers and national General Service staff.
[b] Temporary posts approved under general temporary assistance.

Justification

- **International staff**: decrease of 4 posts

A net decrease of 4 posts results from the conversion of 5 posts (2 General Service (Other level) and 3 Field Service) to 5 national posts and the redeployment of 1 post (P-4) from component 1.

In addition, 2 P-3 posts and 3 Field Service posts will be redeployed from Integrated Support Services to Administrative Services. Within Administrative Services, 1 P-3 post and 1 General Service (Other level) post will be redeployed from the Procurement Section to the Office of the Chief of Administrative Services. In Integrated Support Services, 1 P-4 post will be redeployed from the Joint Logistics Operations Centre to regional offices.

It is proposed to establish a Board of Inquiry secretariat within the Office of the Chief of Administrative Services, consisting of 3 international staff (1 P-4, 1 P-3 and 1 General Service (Other level)). The P-4 post will be redeployed from the Joint Monitoring Commission secretariat in component 1, and the P-3 and General Service posts are to be redeployed from Procurement.

A secretariat is needed to coordinate and facilitate the convening of Boards of Inquiry, the Boards' investigations and its reports to the Head of Mission on serious incidents, including cases of sexual abuse and exploitation. These tasks have been handled temporarily by the Legal and Judicial Support System Division and later by the Office of the Senior Legal Adviser. Owing to the increase in the number of cases (over 50 per year) neither office can deal with their primary functions and complete Board of Inquiry reports within the 30-day limit set out in Headquarters regulations. In UNMIL, completion of Board of Inquiry reports has averaged 78 days because of insufficient staffing.

One Field Service post in the Local Staff Unit of the Personnel Section will be converted to a national General Service post, as national staff will have acquired sufficient knowledge and experience to deal with local staff personnel questions.

In the General Services Section, 4 posts (1 P-3 and 3 Field Service) will be transferred from the Engineering Section and 1 General Service (Other level) post will be converted to a national post. The facilities management functions are being moved from Engineering and 4 posts for the Facilities Manager (P-3) and 3 Facilities Management Assistants (Field Service) will also be transferred. The conversion is for the post of Travel Assistant in the Travel Unit.

Two Field Service posts in the Procurement Section will be converted to national posts. The national staff will work as buyers and will get acquainted with international procurement standards and procedures, which is a necessary capacity for the future Government and business community of Liberia.

One P-3 post will be redeployed to the Medical Service from the Joint Logistics Operations Centre to provide for a gynaecologist. A gynaecologist is needed for the 1,000 female personnel working in an environment where public health services, hygienic conditions and sanitation facilities are non-existent or inadequate.

One P-4 post will be redeployed to regional offices from the Joint Logistics Operations Centre to enhance support to the sectors. The Regional Administrative Officer will be responsible for supporting military and civilian operations and for liaising with local authorities in the regions.

One General Service (Other level) Administrative Assistant post in the Communications and Information Technology Section will be converted to a national post.

- **National staff**: increase of 166 posts

A net increase of 166 national General Service posts results from the creation of 161 posts (62 in Security, 29 in Transport and 70 in Engineering) and the conversion of 5 posts. In addition, 9 posts will be redeployed from Integrated Support Services to Administrative Services.

Nine posts will be redeployed from Engineering to General Services in connection with the transfer of the Facilities Management Unit to that Service.

Currently, security services are provided by a commercial contract in Monrovia and by 134 individual contractors in the regions, with 26 locations completely without security services. In order to provide effective security to UNMIL offices and staff, all locations need adequate staffing, including supervisors. In order to ensure a comprehensive security network, commercial contractors will be extended to the regions and will also provide services to the non-staffed 26 locations. A total of 62 national General Service posts are needed, 26 to supervise the services to be provided on commercial contracts in the 26 locations and 36 to staff 6 radio rooms on a 24 hours a day, 7 days a week basis. These radio rooms are currently staffed by individual contractors. The radio rooms have to remain under direct UNMIL staffing and cannot be turned over to a commercial contractor. With the implementation of the arrangements proposed above, the 134 individual contractors will be released and all locations will have adequate security services.

In the Transport Section, a number of mechanics, drivers and other support staff are currently employed as individual contractors owing to the opening of more transport workshops in the regions than originally foreseen. The opening of 6 transport workshops outside Monrovia was essential, because no possibilities to outsource maintenance and repair services exist in the regions. Moreover, the road conditions and the effects of the climate were not fully understood when the original staffing was planned. Frequent breakdowns of vehicles are experienced in remote areas that are often not accessible by heavy recovery trucks. In such cases, and to enhance personnel safety, spare parts and mechanics are shuttled by air and repairs are effected on site. The number of off-road vehicles is presently 12.25 per cent for heavy vehicles and material handling equipment and 8 per cent for light vehicles. The turnaround time for vehicles under repair is 2 weeks. Ideal turnaround time should be 1 day.

The Mission is continuously reviewing the distribution of mechanics and drivers across the various units and throughout the regions and, depending on requirements, drivers and mechanics are deployed to the area in most need. While the number of staff on individual contracts will decrease with the completion of the electoral activities and the resulting reduction of vehicle traffic, a number of functions will remain as permanent requirements and for these functions 29 new posts are required:

- 4 mechanics for Monrovia (3 mechanics for the headquarters light workshop and maintenance unit and 1 mechanic for headquarters specialized and heavy equipment) and 2 mechanics each for the new workshops at Voinjama and Tubmanburg, for a total of eight mechanics

- 19 heavy-duty drivers for heavy dispatch and recovery unit. Taking the daily working hours into consideration (and recovery services during and after normal working hours) and the need to cater for annual/sick leave, there is a requirement for additional drivers to support transport operations. The heavy-duty vehicles are involved in delivering 2.5 million gallons of water monthly to UNMIL sites throughout the country. They are also used extensively to transport and distribute fuel, to collect sewage and to transport building and engineering materials

- Two mechanics for the accident damage repair unit located in Monrovia. The increased workload within the area, including recovery services for disabled and accident vehicles, necessitates the requirement for additional staff. It should be noted that the road conditions in the area are deplorable, hence the requirement for frequent repair and recovery.

In Engineering, 70 posts are required mainly to support power generation and water treatment plants throughout Liberia, including isolated regional areas where no deployment of staff was originally planned but where continuous services are necessary. Transporting Engineering personnel to regions to repair mechanical malfunction is ineffective owing to frequent adverse weather conditions and impassable roads. The totality of posts includes carpenters (5), electricians (9), generator mechanics (25), heating, ventilation and air-conditioning technicians (4), plumbers (7), warehouse operators (5), water treatment plant operators (11) and others (4) for 22 locations and will replace staff currently on individual contracts.

Five posts are proposed for conversion from international to national posts as follows: 3 Field Service to national General Service (one in Personnel and two in Procurement) and 2 international General Service (Other level) to national General Service (1 in General Services and 1 in Communications and Information Technology).

- **United Nations Volunteers**: no net change

Six United Nations Volunteers posts (Facilities Management Assistants) will be transferred from the Engineering Section to the General Services Section in connection with the transfer of the Facilities Management Unit from Engineering to General Services. In addition, one United Nations Volunteers post will be redeployed from the Procurement Section to the Office of the Chief of Administrative Services to staff the Board of Inquiry secretariat.

II. Resource requirements

A. Overall

(Thousands of United States dollars. Budget year (from 1 July 2006 to 30 June 2007.)

Category	Expenditures (2004/05)	Apportionment (2005/06)	Cost estimates (2006/07)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)−(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	11 337.8	11 711.5	10 899.4	(812.1)	(6.9)
Military contingents	340 018.9	312 042.2	321 370.4	9 328.2	3.0
United Nations police	32 758.2	37 539.6	39 743.1	2 203.5	5.9
Formed police units	9 152.8	10 766.0	6 899.0	(3 867.0)	(35.9)
Subtotal	**393 267.7**	**372 059.3**	**378 911.9**	**6 852.6**	**1.8**
Civilian personnel					
International staff[a]	76 896.2	83 280.3	81 753.4	(1 526.9)	(1.8)
National staff[b]	8 757.6	9 867.7	15 978.6	6 110.9	61.9
United Nations Volunteers	12 965.1	13 350.9	10 755.8	(2 595.1)	(19.4)
Subtotal	**98 618.9**	**106 498.9**	**108 487.8**	**1 988.9**	**1.9**
Operational costs					
General temporary assistance	1 630.3	2 527.7	792.8	(1 734.9)	(68.6)
Government-provided personnel	—	—	—	—	—
Civilian electoral observers	—	—	—	—	—
Consultants	353.8	676.2	675.6	(0.6)	(0.1)
Official travel	1 840.5	1 869.2	1 614.1	(255.1)	(13.6)
Facilities and infrastructure	90 774.8	89 841.9	81 371.6	(8 470.3)	(9.4)
Ground transportation	18 345.2	29 374.0	21 012.4	(8 361.6)	(28.5)
Air transportation	54 689.9	61 791.7	66 140.0	4 348.3	7.0
Naval transportation	2 581.3	3 003.4	2 590.5	(412.9)	(13.7)
Communications	28 071.1	23 501.3	23 889.5	388.2	1.7
Information technology	7 250.7	4 178.9	4 990.8	811.9	19.4
Medical	12 238.2	13 995.7	14 563.6	567.9	4.1
Special equipment	6 058.2	5 205.5	5 735.5	530.0	10.2
Other supplies, services and equipment	24 244.2	6 898.4	5 079.5	(1 818.9)	(26.4)
Quick-impact projects	1 000.0	1 000.0	1 000.0	—	—
Subtotal	**249 078.2**	**243 863.9**	**229 456.0**	**(14 407.9)**	**(5.9)**
Gross requirements	**740 964.8**	**722 422.1**	**716 855.7**	**(5 566.4)**	**(0.8)**
Staff assessment income	9 768.1	11 215.7	10 305.0	(910.7)	(8.1)
Net requirements	**731 196.7**	**711 206.4**	**706 550.7**	**(4 655.7)**	**(0.7)**
Voluntary contributions in kind (budgeted)[c]	120.0	120.0	264.0	144.0	120.0
Total requirements	**741 084.8**	**722 542.1**	**717 119.7**	**(5 422.4)**	**(0.8)**

[a] Cost estimates for 2005/06 and 2006/07 are inclusive of a 20% vacancy rate.

[b] Cost estimates for 2006/07 are inclusive of a 5% vacancy rate compared to a 15% vacancy rate applied in 2005/06.

[c] Cost estimates for 2006/07 are inclusive of $264,000 from the Government of Germany.

B. Non-budgeted contributions

10. The estimated value of non-budgeted contributions for the period 1 July 2006 to 30 June 2007 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	7 177.0
Voluntary contributions in kind (non-budgeted)	—
Total	**7 177.0**

[a] Inclusive of estimated rental value of Government-provided premises and of exemption of air and naval fees and taxes.

C. Contingent-owned equipment: major equipment and self-sustainment

11. Requirements for the period from 1 July 2006 to 30 June 2007 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $121,885,500 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military observers	—
Military contingents	59 664.5
Formed police units	1 040.6
Subtotal	**60 705.1**
Self-sustainment	
Facilities and infrastructure	
Catering (kitchen facilities)	4 741.1
Office equipment	4 170.0
Electrical	4 966.4
Minor engineering	2 908.6
Laundry and cleaning	4 052.5
Tentage	—
Accommodation	377.1
Miscellaneous general stores	7 952.7
Unique equipment	—
Field defence stores	181.0
Communications	
Communications	14 612.2
Medical	
Medical services	11 571.6

Category	*Estimated amount*
Special equipment	
Explosive ordnance disposal	1 127.7
Observation	4 507.1
Identification	12.4
Nuclear, biological and chemical protection	—
Subtotal	**61 180.4**
Total	**121 885.5**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.9	1 October 2003	—
Intensified operational condition factor	1.5	1 October 2003	—
Hostile action/forced abandonment factor	2.1	1 October 2003	—
B. Applicable to home country			
Incremental transportation factor	0-5.0		

D. Training

12. The estimated requirements for training for the period 1 July 2006 to 30 June 2007 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	190.7
Official travel	
Official travel, training	805.3
Other supplies, services and equipment	
Training fees, supplies and services	168.3
Total	**1 164.3**

13. The resource requirements will be used for internal and external training mainly in the areas of civilian police management and practices, integrated training management, legal and judicial, ground transportation, air operations, movement control, communications and information technology, security, engineering, financial management, supply and contracts management, general services, personnel management and public information.

III. Analysis of variances[1]

Reference

The present section describes the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate;
- **External**: variances caused by parties or situations external to the United Nations;
- **Cost parameters**: variances caused by United Nations regulations, rules and policies;
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

	Variance	
Military observers	($812.1)	(6.9%)

- **Cost parameters: decrease in mission subsistence allowance rates**

14. The reduced requirements result mainly from the 7 per cent decrease in the mission substance allowance after the thirty-day rate, from $134 to $123 per day effective 1 July 2005.

	Variance	
Military contingents	$9 328.2	3.0%

- **Management: additional inputs and outputs**

15. The increased requirements result from the full deployment of 14,785 military contingent personnel throughout the 12-month period, compared to the planned drawdown of 3 infantry battalions, representing 2,348 military contingents, as of 1 March 2006.

[1] Resource variance amounts are expressed in thousands of United States dollars.

	Variance	
United Nations police	$2 203.5	5.9%

- **Management: increased inputs and outputs**

16. The increased requirements result from the higher average deployment of United Nations police. In March 2006, the number of police will be increased from 635 to 875, with a corresponding decrease in police serving in formed units, in order to increase mentoring of national police in the regions. During the 2006/07 fiscal year, the number of United Nations police will be maintained at 875 for the first six months and gradually reduced by a total of 260 police on a monthly basis.

	Variance	
Formed police units	($3 867)	(35.9%)

- **Management: decreased inputs and outputs**

17. The reduced requirements are attributable to the decrease in the number of formed units from four to two, compared to the 2005/06 period, and the further repatriation of one police unit on 1 March 2007.

	Variance	
International staff	($1 526.9)	(1.8%)

- **Cost parameters: reduced inputs, reduced outputs**

18. The lower requirements result from the abolition of the Electoral Division and the conversion of 10 posts (2 P-2, 4 Field Service and 4 General Service) to national posts (2 National Officers and 8 national General Service). The variance takes into account the efficiency gain of $1,041,700 as a result of converting these 10 posts.

	Variance	
National staff	$6 110.9	61.9%

- **Management: increased inputs and outputs**

19. The higher requirements are due to a net increase of 146 national posts, the increase in local salary scales for National Officers and national General Service staff of 7 per cent and 8 per cent, respectively, effective 1 February 2005, and the application of a 5 per cent vacancy factor compared to 15 per cent for the current period.

	Variance	
United Nations Volunteers	($2 595.1)	(19.4%)

- **Management: reduced inputs and outputs**

20. The decreased requirements result from the reduction of 153 Volunteers in the Electoral Division, as the election was completed in November 2005 and the Electoral Division was subsequently abolished.

	Variance	
General temporary assistance	($1 734.9)	(68.6%)

- **Management: reduced inputs and outputs**

21. The decrease in requirements is attributable mainly to the completion of the election process in 2005. No provision has been included in the proposed budget for temporary electoral assistance.

	Variance	
Official travel	($255.1)	(13.6%)

- **Cost parameters: reduced inputs, same outputs**

22. The reduced requirements are attributable primarily to the inclusion of all Headquarters staff travel costs in the support account budget for the 2006/07 period.

	Variance	
Facilities and infrastructure	($8 470.3)	(9.4%)

- **Management: reduced inputs and outputs**

23. The reduced requirements result mainly from decreases in rental of premises, as rental space for election preparations was relinquished after the election, and a 40 per cent decrease in requirements for petrol for generators, based on 2004/05 usage. In addition, the lower cost for contingent-owned equipment and self sustainment, as tentage funds are no longer necessary for troops owing to the move to hardwall accommodations, has further reduced requirements under this heading.

	Variance	
Ground transportation	($8 361.6)	(28.5%)

- **Management: decreased inputs, same outputs**

24. The decreased requirements result primarily from the acquisition of 50 fewer vehicles than in the prior period.

	Variance	
Air transportation	$4 348.3	7%

- **External: increase in market price**

25. The higher requirements result from the increase in the cost per litre for petrol, from $0.58 per litre to $0.76 per litre, based on actual prices effective October 2005.

	Variance	
Naval transportation	($412.9)	(13.7%)

- **Cost parameters: reduced inputs, same outputs**

26. The lower requirements are attributable mainly to lower monthly vessel rental costs, based on current contractual arrangements.

	Variance	
Communications	$388.2	1.7%

- **Mandate: increased inputs and outputs**

27. The higher requirements result from the increased cost of self-sustainment owing to the full deployment of troops, compared to the planned drawdown of three battalions in March 2006, partially offset by reduced requirements for satellite charges.

	Variance	
Information technology	$811.9	19.4%

- **Management: increased inputs, same outputs**

28. The higher requirements are due mainly to the replacement of computer equipment, including desktop computers, monitors and servers that were acquired in 2003, during the start-up phase of the Mission.

	Variance	
Medical	$567.9	4.1%

- **Management: increased inputs and outputs**

29. The additional requirements are attributable mainly to higher costs for self-sustainment owing to the full deployment of troops, compared to the planned drawdown of three battalions in March 2006.

	Variance	
Special equipment	$530.0	10.2%

- **Management: increased inputs and outputs**

30. The additional requirements result primarily from increased provision for self-sustainment owing to the full deployment of troops, compared to the planned drawdown of three battalions in March 2006.

	Variance	
Other supplies, services and equipment	($1 818.9)	(26.4%)

- **Management: reduced inputs and outputs**

31. The reduced requirements result primarily from the absence of provision for election materials, as the election was completed in November 2005. The variance takes into account the efficiency gains resulting from the implementation of an electronic fund transfer system, estimated at $9,400.

IV. Actions to be taken by the General Assembly

32. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $716,855,700 for the maintenance of the Mission for the 12-month period from 1 July 2006 to 30 June 2007;**

(b) **Assessment of the amount in subparagraph (a) above at a monthly rate of $59,737,975 should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolution 59/296 and the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors

A. General Assembly

(Resolution 59/296)

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
Section I	
Provide relevant information in the individual budget submissions of peacekeeping operations for the financial period 2006/07 on the efficiencies resulting from the implementation of the applicable provisions of the present resolution (para. 4).	Information on the measures taken to achieve efficiencies is contained in paras. 6 and 31 of the proposed 2006/07 budget.
Section II: results-based budgeting	
Decides that the progressive implementation of results-based budgeting shall be in full compliance with General Assembly resolution 55/231 (para 3).	Implemented.
Ensure that the purpose of the indicators of achievement is not to assess the performance of Member States but, where possible, to reflect the contributions by peacekeeping missions to the expected accomplishments and objectives in keeping with their respective mandates (para. 5).	Implemented.
Submit future budget proposals in full compliance with General Assembly resolution 55/231 (para. 6).	Implemented.
Integrate operational, logistical and financial aspects fully in the planning phase of peacekeeping operations by linking results-based budgeting to the mandate implementation plans of peacekeeping operations (para. 8).	Implemented. See para. 5 of the proposed 2006/07 budget.

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
Section III: budget presentation	
Provide in the budget documents the necessary information available that fully justifies the Secretary-General's resource requirements (para. 2).	Implemented.
Ensure that the Department of Peacekeeping Operations and all missions make every effort to introduce strict budgetary discipline and enforce adequate controls over budget implementation (para. 5).	Budget implementation is monitored by the Mission to ensure utilization of resources as approved by the General Assembly. Deviations from the approved budget owing to factors beyond the Mission's control are reported to the Assembly in financial performance reports. Resource utilization during the 2004/05 period was 90.1 per cent of the appropriation provided by the Assembly for that period.
Affirms that budget submissions should, to the extent possible, reflect management improvements and efficiency gains to be achieved and articulate future strategies in this regard (para. 9).	Information on the measures taken to achieve efficiencies is contained in paras. 6 and 31 of the proposed 2006/07 budget and management improvements are contained in section V.B of the present report.
Undertake the review of the functions of the posts as an ongoing exercise and to determine the level of posts according to changing operational requirements as well as the actual responsibilities and functions performed, with a view to ensuring the most cost-effective use of resources (para. 10).	Implemented. The proposed 2006/07 budget reflects 10 conversions from international posts to national posts.
Section IV: review of the management structure of all peacekeeping operations	
Ensure that the remaining complex operations conduct the requested review and streamline their structures (para. 1).	Implemented. Missions were instructed by the Department of Peacekeeping Operations to review their structures to avoid the duplication of functions and an excessive proportion of higher-level posts and to reflect the results of their review in the individual mission budgets. The UNMIL staffing structure has been reviewed as part of the 2006/07 budget preparation process.
Monitor the evolution of structures in individual peacekeeping operations to avoid the duplication of functions and an excessive proportion of higher-grade posts, bearing in mind the mandates, complexities and specificities of each mission (para. 2).	Implemented. The evolution of mission structures is being reviewed and monitored in the context of individual budget submissions. In the case of UNMIL, 10 international posts (2 P-2, 4 Field Service and 4 General Service) have been converted to national posts (2 National Officers and 8 national General Service).

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
Review the level and functions of the protocol officers, bearing in mind the relevant observations of the Advisory Committee on Administrative and Budgetary Questions (para. 12).	Not applicable.
Section VI: disarmament, demobilization (including reinsertion) and reintegration	
Provide clear information on resource requirements for disarmament, demobilization and reinsertion and associated post and non-post costs (para. 6).	Not applicable.
Section VII: quick-impact projects	
Streamline the process of implementation of quick-impact projects and ensure that they are fully implemented within the planned time frames.	Every effort is made to ensure that quick-impact projects are fully implemented within the planned time frames.
Section VIII: training, recruitment and staff in the field	
Decides to restrict training away from Mission headquarters of civilian staff to training specific to the implementation of the mandate of the Mission, the effective functioning of the Mission, the function of a post or, where it is cost-effective, until the finalization of the comprehensive training strategy (para. 1).	Implemented. The Mission places emphasis on in-house training of international and national staff and train-the-trainers programmes.
Revert to the General Assembly for its consideration of the creation of a post if the function is ongoing and is so warranted, regarding the practice of hiring individual contractors or individuals on procurement contracts to perform functions of a continuing nature (para. 11).	It is proposed to replace all individual contractors with posts.
Section XI: participation of United Nations Volunteers	
Volunteers should not be used as a substitute for staff to be recruited against authorized posts for the implementation of mandated programmes and activities and should not be sought for financial reasons (para. 3).	The Mission uses United Nations Volunteers only when appropriate.
Continue to ensure that Volunteers are subject to the same obligations and responsibilities, including standards of conduct, that the United Nations staff are subject to (para. 5).	Implemented.

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
Take into account greater use of national staff in peacekeeping operations, when feasible (para. 6).	Implemented. The proposed 2006/07 budget provides for 957 national staff (52 per cent of the total civilian staffing establishment), including the 10 international posts converted to national posts.
Section XVI: procurement	
Ensure that all peacekeeping missions operate with reference to their procurement plans in order to realize the benefits offered by proper procurement planning (para. 5).	Implemented.
Section XVII: asset management	
The Department of Peacekeeping Operations should ensure that all missions implement an assets replacement programme in a cost-effective manner and in strict compliance with the guidelines on the life expectancy of assets (para. 1).	Implemented. Assets replacement programmes in the Mission cover refrigeration, accommodation, office, communications, information technology and observation equipment, and vehicles.
Ensure that the heads of the peacekeeping operations take effective measures to ensure inventory control, replenishment of stocks and reasonable write-off procedures for the disposal of assets no longer required or useful (para. 2).	The proposed 2006/07 budget reflects a goal of reducing the inventory value of assets and disposing of assets no longer useful, such as assets used for preparation for the election.
Ensure that formal written agreements are in place, which include elements such as financial reimbursement and liability, with other United Nations bodies before loaning out to them resources belonging to the peacekeeping operation (para. 3).	The loan of resources is documented by written agreement.
Section XVIII: information technology	
Implement the Galileo system in all peacekeeping operations in order to unify peacekeeping operations inventory (para. 3).	The Galileo system has been implemented in the Mission.
Section XIX: air operation	
Take all necessary actions to ensure that staff members involved in air operations are adequately trained, as specified in the Air Operations Manual (para. 1).	The Mission has continued to train its aviation staff in accordance with the Department of Peacekeeping Operations Aviation Manual. Training already conducted and planned includes the Aviation Professional Headquarters training, recommended International Civil Aviation Organization and International Air Transport Association training and in-house on-the-job training with qualified instructors.

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
Continue to conduct aviation quality inspections and aviation assessments at missions to confirm that established standards are being fully complied with (para. 2).	Aviation inspections are conducted regularly and established standards are enforced.
Improve the formulation of resource requirements for air operations to make them more reflective of actual operations, bearing in mind the overbudgeting of air transportation requirements in some peacekeeping operations (para. 3).	Implemented. Rotary-wing aircraft have been budgeted at lower levels to reflect actual usage of the previous period.
Section XXI: ratios of vehicles and information technology equipment to staff	
Ensure that peacekeeping operations adhere to the standard ratios, bearing in mind the mandate, complexities and size of individual peacekeeping operations (para. 2).	The Mission is generally in compliance with standard ratios and exceptions have been fully justified.
Ensure that in all missions the actual ratio of heavy/medium vehicles is not greater than the established standard ratio of 1:1 and justify any departure from this standard ratio (para. 3).	Implemented.
Progressively reduce the allocation of one printer per work station and implement, with immediate effect, where it is cost-effective and feasible, the ratio of printers to desktop computers of 1:4 for all work stations in peacekeeping missions, at Headquarters and in the field (para. 6).	The proposed 2006/07 budget provides for replacement equipment in line with policy. The use of network printers will be encouraged and the overall number of desktop printers will be gradually reduced. No new desktop printers, outside of replacements, have been included.
Decides to defer consideration of new provisions for desktop computers, printers and laptops at Headquarters and in the field with the exception of new missions and those missions undergoing expansion according to Security Council mandates as well as for replacement purposes in strict compliance with the General Assembly resolution, pending the report of the Office of Internal Oversight Services on the comprehensive management audit to review the practices of the Department of Peacekeeping Operations, mentioned in section IV, paragraph 4, of the resolution (para. 7).	See above.

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
Section XXII: rations contracts	
Undertake a cost-benefit analysis of the delivery of food rations by air assets, without prejudice to the delivery of food to the troops and to implement the most viable and cost-effective option in each peacekeeping operation (para. 1).	A cost-benefit analysis was undertaken and a new contract was signed for rations at lower cost in 2004/05. The costs and quality of rations are reviewed regularly.
Ensure that all missions monitor and evaluate the quality management systems of rations contractors to ensure that food quality and hygienic conditions are in accordance with established standards (para. 2).	The Mission administration ensures the ongoing monitoring of the contractors' compliance with their obligations in respect of the quantity and quality of fresh, dry and frozen rations and timeliness of their delivery. Eight categories are inspected regularly and reports are forwarded to United Nations Headquarters. Meetings are held with the contractor at least once a month to ensure quality and coordination of delivery.
Undertake a cost-benefit analysis on the use of an independent inspection mechanism to verify the fulfillment by contractors and vendors of all contract specifications regarding quality, hygiene and delivery plans (para. 3).	UNMIL undertakes regular inspections of rations prior to delivery to contingent locations, to ensure that adherence to contract stipulations with regard to quality is sufficiently enforced. In addition, the Mission undertakes daily quality and hygiene checks on rations and the contractor's facilities. The United Nations contracted the services of an independent quality assurance firm to undertake an independent evaluation of the rations vis-à-vis, inter alia, quality, administration and contractor performance and to report its findings. UNMIL is implementing the recommendations of the evaluation, as appropriate.

B. Advisory Committee on Administrative and Budgetary Questions

(A/59/736/Add.11)

Request	*Response*
The Advisory Committee expects that submitted financial information will be accurate and that errors will be corrected prior to submission, particularly in view of the fact that budget cycle dates are fixed and the related work should be planned well in advance. The Committee also addresses this matter in its general report (A/59/736) (para 7).	The inconsistencies occurred during the Mission start-up phase. All efforts have been made to minimize recording errors.

Request	*Response*
The Advisory Committee trusts that future results-based budgeting texts will include transparent and succinct terminology as a matter of routine (para. 8).	The results-based budgeting texts for the 2006/07 budget report reflect specific details, including the nature of advice, the entity receiving advice and the purpose.
The Advisory Committee notes with satisfaction that significant progress has been made in finalizing memorandums of understanding; as at 31 March 2005, 43 memorandums of understanding have been signed while 8 are in draft form, awaiting finalization (para. 13).	Comment noted.
The Advisory Committee notes with satisfaction that, in general, the UNMIL budget presentation took into account observations made in the Committee's earlier report (A/58/798, para. 10) and that quantitative and qualitative performance indicators were used to measure achieved and planned outputs. The Committee trusts that the Mission's efforts in this respect will continue and that its results-based budgeting presentation will be further refined (para. 14).	Comment noted. Results-based budgeting is further refined in 2006/07.
The Committee urges that all relevant information be integrated into tables and that explanations be kept simple and straightforward (para. 15).	Efforts have been made to integrate all information into the tables and keep explanations simple and straightforward. Footnotes have only been used where additional information was deemed useful to the reader.
The Committee trusts that the text in future budget proposals is written so as to avoid possible misinterpretation (para. 16).	All changes in the proposed staffing table have been clearly explained.
The presence of the Special Representative of the Secretary-General or the Deputy Special Representative of the Secretary-General (Humanitarian Coordination, Rehabilitation, Recovery and Reconstruction) in order to share their vision of UNMIL present and future operations, as well as the Mission's exit strategy would have been helpful (para. 17).	The Mission regrets that neither the Special Representative nor the Deputy Special Representative of the Secretary-General (Humanitarian Coordination, Rehabilitation, Recovery and Reconstruction) could be present at the Advisory Committee on Administrative and Budgetary Questions hearing. Efforts will be made for high-level Mission representation at the next session.
The Committee encourages UNMIL to pursue the preparation of a similar work plan and looks forward to follow-up during the 2006/07 budg presentation (para. 18).	The Chief of the Humanitarian Coordination Section attends United Nations country team meetings and members of the country team attend and participate actively in sectoral and coordination meetings in the humanitarian field. Similar to the Sudan work plan, the country team and partners developed a humanitarian appeal for 2006 and created a dynamic spirit of

Reports	Responses
	cooperation among the humanitarian partners. The Liberian humanitarian appeal, together with the Consolidated Appeal Process, launched on 30 November 2005 by the Secretary-General, contains an integrated list of priorities developed and approved by United Nations agencies, funds, programmes and NGOs in consultation with the Government. The country team, in collaboration with UNMIL, is developing a common country assessment and a United Nations Development Assistance Framework. The United Nations will support the new Government to work out successor arrangements to the Results-focused Transitional Framework, which was developed by the National Transitional Government of Liberia under UNMIL leadership with the participation of United Nations agencies and NGOs as the framework for recovery activities. UNMIL is in the process of improving sectoral coordination and through strengthening of sectoral working groups at the national and county level, will establish an Inter-agency Standing Committee-style coordination core group to deal with strategic humanitarian and recovery issues. The Humanitarian Coordination Section has continued the process of staffing offices in the regions in order to improve coordination and the flow of information regarding humanitarian issues. Contingency planning for possible mass movements of people, given the potential for regional instability, has also provided a forum for developing a more solid coordination structure and a process of collaboration with all agencies in the country on relevant humanitarian issues.
The Committee regrets the delay in completing these accommodations and the related payment of mission subsistence allowance for an extended period, but is cognizant of the demands placed on the Mission's integrated support services during start-up operations and in relation to the construction of camps for ex-combatants (para. 21).	The construction of staff officers' accommodation has been finalized and staff officers moved into their new accommodation in November 2005. The delay in completing the accommodation was due to the facts recognized by the Committee in its comments (demands on the Integrated Support Services during start-up and the construction of camps for ex-combatants) as well as the urgent requirements of the Electoral Division. The move of personnel to hardwall accommodations reduces the reimbursement to troop-contributing countries for tentage. The payment of tentage and accommodation to troop-contributing countries resulted in $5 million of

Request	Response
	unforeseen expenditure in the budget year 2004/2005 and the Mission's priority is not to permit a similar overexpenditure in 2005/06. By November 2005, 49.8 per cent of UNMIL troops had hardwall accommodation and 100 per cent of troops will be in such accommodation by June 2006.
The Secretary-General proposed that the Security Council authorize an additional 120 civilian police personnel for six months (S/2005/177, para. 12). The Advisory Committee stands ready to consider any additional budgetary requirements that may arise in this respect (para. 22).	The Secretary-General's proposal relates to the request for a fifth formed police unit and was intended in support of elections during the second half of 2005. Since the proposal did not receive Security Council approval, the total authorized civilian police strength remained at the originally approved level of 1,115.
Given the continued need for humanitarian coordination activities, the Committee expresses concern at the sudden departure of the Office for the Coordination of Humanitarian Affairs and the absorption of these functions by UNMIL. The Committee trusts that UNMIL will develop a long-term perspective on how functions currently within the scope of humanitarian coordination, rehabilitation, recovery and reconstruction activities may be transformed and eventually phased out; the Committee anticipates an update in this respect during the 2006/07 budget presentation. The Committee comments on the collaboration of missions and their United Nations-system partners in the humanitarian and development pillars of integrated missions in its general report (A/59/736) (para. 24).	Since the departure of the Office for the Coordination of Humanitarian Affairs in December 2004 and the establishment of the UNMIL Humanitarian Coordination Section in 2005, collaboration and coordination among United Nations agencies have gradually improved. The Section has re-established humanitarian working groups in different sectors to address the challenges: the safe return of internally displaced persons to communities of origin, support for the return of refugees from countries of asylum, revitalization of community-based recovery programmes and the compilation of a comprehensive inventory of basic social services to enable the identification of gaps and improved targeting and relevance of humanitarian action. Owing to poor road infrastructure, particularly during the rainy season, many counties in Liberia continue to receive limited humanitarian assistance. The programme to support the return of internally displaced persons to their communities of origin is expected to be completed in June 2006. The returns process for refugees, led by UNHCR, is planned to be completed in 2007. The emphasis is on community-based activities to ensure that returns are sustainable, i.e. that the returning population has access to basic social services and sustainable livelihoods. The Humanitarian Coordination Section will work closely with all actors to ensure that the level of basic social services is well targeted and meets the needs of the returning families (inter alia, availability of schools and clinics). Moreover, the Section will also ensure that donors are actively involved in the process of developing these services.

Request	*Response*
	The humanitarian component should begin to draw down, while transitioning to a peacebuilding and recovery phase, in 2007/08.
The Committee regrets that the approach of the Department of Peacekeeping Operations to personnel conduct matters within a Mission's administrative structures has been reactive rather than preventative. In view of the current efforts of the Department to formulate a strategic approach on personnel conduct functions, the Committee does not object to the establishment of a P-5 Personnel Conduct Officer post at UNMIL. The Committee comments further on this matter in its general report (para. 25).	Temporary positions for a Personnel Conduct Team have been established in UNMIL under general temporary assistance.
Pending the development of the long-term perspective referred to in paragraph 24 of document A/59/736/Add.11 and related action by the General Assembly, the Advisory Committee is recommending the provision of general temporary assistance to cover the above functions (para. 26 (c)).	To reflect more clearly the revised role of the Deputy Special Representative of the Secretary-General (previously Humanitarian Coordination, Rehabilitation, Recovery and Reconstruction), the title has been changed to Deputy Special Representative of the Secretary-General (Recovery and Governance). Similarly, RRR (Recovery, Rehabilitation and Reintegration) originally stood for Relief, Recovery and Rehabilitation. Following the establishment of the Humanitarian Coordination Section, activities related to relief were taken over by that Section. This has allowed the Section to place more emphasis on medium-term recovery activities and the reintegration of displaced and war-affected populations into communities. The Section will also conduct monitoring, data gathering and analysis in this area and provide guidance to implementing partners, as appropriate. To reflect this more focused role, the original name of the Section (Relief, Recovery and Rehabilitation) was changed to Recovery, Rehabilitation and Reintegration. The Section is currently assisting the National Transitional Government of Liberia and its partners in the implementation of several key recovery initiatives. The most important undertakings are the Results-focused Transitional Framework, the common country assessment/United Nations Development Assistance Framework and the planned national recovery strategy. In each case, the Section works closely with its counterparts to address gaps and build capacity in anticipation of the eventual drawdown of UNMIL.

Request	Response
	In case of the Results-focused Transitional Framework, the Section cooperates with the National Transitional Government of Liberia, United Nations agencies, NGOs and donors to support national socio-economic recovery during the two-year transition phase (2004-2006). Specifically, the section is active in the following areas: monitoring the return process of internally displaced persons from camps to their home communities; conducting a programme of reintegration of internally displaced persons, returning refugees and ex-combatants into their communities; promoting reconciliation activities for all war-affected populations; supporting the economic management and development strategy of the Government; and collecting data on recovery activities throughout the country to facilitate the coordination functions of the Deputy Special Representative of the Secretary-General. Support of national recovery strategy implementation requires the continued support of two P-3 posts (and five National Officers). In terms of the common country assessment United Nations Development Assistance Framework initiative, the Section represents UNMIL and ensures coherence in the planning of the United Nations system in Liberia between medium-term goals of the Mission and longer-term goals of the United Nations agencies in the country. In particular, the Section works closely with United Nations agencies to determine how the Mission can support ongoing efforts at promoting and achieving the Millennium Development Goals in Liberia. This function requires the continued support of one P-3 post. In the case of the planned national recovery strategy, the Section is supporting the efforts of the National Transitional Government of Liberia towards establishing a national strategy to address the issues of peacebuilding, recovery and development. The section represents UNMIL at regular stakeholder meetings with the National Transitional Government of Liberia, the donors, the World Bank, UNDP and other partners. It reinforces the United Nations system in Liberia in following a coordinated approach in the process of designing strategy and ensures that UNMIL senior management is kept informed of all pertinent developments in the forum. This function requires the continued support of one P-3 post.

Request	*Response*
	The long-term perspective for the major areas of involvement: • Results-focused Transitional Framework — the implementation of the Results-focused Transitional Framework is currently scheduled to conclude in March 2006. It may, however, be extended beyond that point, pending a review by the key stakeholders at the end of the first quarter of 2006. • Common country assessment/United Nations Development Assistance Framework — the process of harmonizing the activities of United Nations agencies in Liberia will continue after the departure of UNMIL. Because of the strong presence of UNMIL in Sectors, the Mission is involved in planning and assists the United Nations agencies in programming. • National Recovery Strategy — it is expected to be formulated throughout 2006, once the new Government takes office. The implementation is then likely to build on a five-year programming cycle. While UNMIL will be active in engaging the Government in recovery throughout 2006 and 2007, it will eventually reduce its involvement and UNDP will remain as the key actor in 2007/08.
The Advisory Committee has no objection to the abolition of the D-1 post (para. 27).	The D-1 post has been abolished.
Although the Advisory Committee in general supports the establishment of National Officer posts, for reasons given in paragraph 26 of document A/59/736/Add.11, the Committee recommends the provision of general temporary assistance (para. 28).	It is proposed to regularize these posts in 2006/07 based on the above information provided.
The Advisory Committee supports the conversion of four international General Service posts into national staff posts, which would be consistent with its recommendations to utilize national staff whenever operationally possible and practical (para. 29).	The four international General Service posts were converted into national staff posts.

Request	Response
The budget document contains a number of proposed reclassifications and redeployments, listed in the paragraphs below by organizational component. The Advisory Committee recommends approval of the following proposals for the reasons given in the report of the Secretary-General. As with all posts, they should be subject to periodic review on the basis of operational needs (para. 30).	The reclassifications and redeployments have been implemented. All posts reclassified within the Electoral Division or redeployed to the Electoral Division were abolished by 31 December 2005.
The Committee is not convinced of the added value to relief, recovery and rehabilitation operations of maintaining 2 director-level posts in a section that is comprised of only 22 staff, including 1 D-2, 1 D-1, 2 P-5 and 8 P-3/2 posts, in addition to 10 General Service, United Nations Volunteers and national staff. The Committee requests that UNMIL review its structure and look into the possibility of abolishing one director-level post. Pending this review, the Committee recommends a reduction equivalent to one D-1 post (para. 38).	One D-1 post has been abolished in the then Relief, Recovery and Rehabilitation section.
The Committee was also informed that 208 individuals were employed by UNMIL under special service/individual contractor agreements and that 4 were being charged against authorized posts, pending conversion to regular contracts. The Committee expresses serious concern at this practice and provides extensive comments in its general report (A/59/736). It trusts that the expedient use during the very initial stage of the operation has by now been discontinued. Functions of a continuing nature should be carried out by staff occupying established posts and the related expenditures should be charged to staff costs. Every effort should be made to regularize the situation at UNMIL as a matter of urgency (para. 39).	All staff employed against authorized posts have been issued regular contracts. There are staff on individual contracts because no regular posts are available, in the areas of cleaning, security and transport, where outsourcing has not been possible. Staff working on individual contractor contracts are being charged against the service accounts for which funds were budgeted. UNMIL makes all possible efforts to outsource these services, including assisting casual workers to form cooperatives to enable them to compete in the outsourcing exercise, making use of best practices as advised by the Department of Peacekeeping Operations. For a number of necessary posts for which outsourcing is not possible, national posts have been requested, specifically in Transport, Engineering and Security.

Request	*Response*
The Advisory Committee notes that UNMIL undertook a preliminary structural review during 2003/04. While the Committee is cognizant of the fact that UNMIL may present plans for liquidation for inclusion in the 2006/07 budget proposal, it nonetheless recommends a comprehensive review of the Mission's administrative and support components in order to identify opportunities for savings and streamlining Mission operations now that UNMIL has concluded start-up and is in its maintenance phase. (para. 40).	UNMIL is not reflecting a military adjustment for 2006/07 and not presenting a plan for liquidation in the 2006/07 budget proposal. With the completion of the electoral process and the installation of the new Government in 2005/06, UNMIL will have reached its maintenance level for the 2006/07 period. UNMIL has started a process to draft the Joint Peacebuilding Framework, which will serve to guide the work of the Mission, United Nations agencies and the new Government towards achieving Liberian sustained peace and development. In a series of workshops to streamline and integrate various components of the Framework, goals and benchmarks will be set and the document will be shared with the incoming Government of Liberia in early 2006. A comprehensive review of the Mission's administrative and support components will be undertaken after the completion of the benchmarking exercise and after the findings of the military assessment, which will be undertaken by February 2006, are available. The results of these reviews, if implementation is to be started in 2006/07, would be reflected in the performance report for the period and will be taken into account fully in the preparation of the 2007/08 budget proposal.
The Committee is cognizant of the fact that UNMIL is undertaking efforts to reduce its travel requirements and that it is increasingly using videoconferences for effective and efficient communication between the Mission and Headquarters (para. 42).	UNMIL appreciates the comment of the Advisory Committee on Administrative and Budgetary Questions and continues to utilize videoconferences. Most recently, the review of the Mission's 2004/05 performance report and 2006/07 budget with Headquarters counterparts in the Department of Peacekeeping Operations and the Department of Management was conducted by videoconference in December 2005.
The Committee expects savings as the result of the timely return of vehicles loaned to the United Nations Operation in Côte d'Ivoire (UNOCI). Moreover, the vehicle replacement plan does not fully reflect the planned reduction of Mission personnel. Following the elections in October 2005 and the subsequent drawdown of staff, the Committee expects a commensurate reduction of vehicles in all categories. The Committee recommends that the Department of Peacekeeping Operations develop a policy on reserve vehicle holdings (para. 43).	The 191 vehicles (130 from ONUCI and 61 from the United Nations Mission in Sierra Leone (UNAMSIL)) were brought in to facilitate the electoral process and were, with the exception of 6 vehicles from UNAMSIL, all slated for write-off action in their respective Missions. With the subsequent drawdown of the Electoral staff after October 2005, all 185 vehicles will be submitted for write-off action. Since there is no further Mission personnel reduction in 2006/07, no further vehicle reduction is indicated in the UNMIL vehicle replacement plan.

Request	*Response*
The resulting savings from a reduction of the rotary-wing aircraft fleet will be considerable, amounting to $7,475,250. The Committee trusts that UNMIL will continue to monitor its air transport requirements and continue its proactive approach in making appropriate savings for maximum operational efficiency (para. 44).	While UNMIL continues to monitor its air transport requirements and make subsequent changes in the budget proposal for 2006/07, the planned savings will not materialize because of the decision to maintain the rotary-wing fleet at the originally planned strength. The proposed downsizing as of March 2006 reflected in the 2005/06 budget is not likely to occur as planned owing to the sensitive security situation in the Mission area following the inauguration of the elected Government in January 2006. UNMIL will conduct a review of its military component and the support required for the military in early 2006. The recommendations resulting from these reviews will be presented to the Security Council in the Secretary-General's March 2006 report.
The Committee was also informed that the number of staff leaving UNMIL had increased and that it was unclear whether this was due to overall Mission management or to general Mission conditions. The Committee believes that the physical and psychological well-being of the staff is paramount and recommends that the Department of Peacekeeping Operations ascertain, perhaps in conjunction with other appropriate offices, how UNMIL management can best address any staff morale problems in a preventative manner. In this respect, the Committee refers to its remarks on the establishment of a Personnel Conduct Officer post in paragraph 25 of document A/59/736/Add.11 and stresses the necessity of urgent remedial action. The Committee expects that the Department of Peacekeeping Operations, in collaboration with UNMIL, will develop appropriate preventative administrative measures (para. 45).	Following the recommendation of the Special Committee on Peacekeeping Operations contained in paragraph 21 of its report (A/59/19/Add.1), that the Department of Peacekeeping Operations "take steps to improve living conditions and welfare and recreational facilities for all categories of peacekeeping personnel as soon as possible" within existing resources, and prior to the development of the Department's comprehensive strategy, the Department asked all peacekeeping operations to take immediate steps to implement the recommendation within existing resources. UNMIL formally established a Staff Welfare Committee in March 2005. The Committee is composed of representatives from civilian staff, the military and the United Nations Civilian Police, and subcommittees have been organized in the Sectors. The Welfare Committee organizes social activities, happy hours, art exhibitions/auctions, international food festivals, picnics and outings. Sports equipment has been organized and distributed to the Sectors. A gymnasium in Monrovia will be equipped soon. A Staff Counseling Unit was established in July 2005, comprising a senior counselor who also acts as stress counselor and two assistant counselors, offering individual/group counseling and consultation, training and outreach, welfare activities, information resources, research and advocacy. The implementation of the Department's policy of training on awareness, prevention of and response to sexual exploitation and abuse is among the top priorities of UNMIL. Since the beginning of April 2004, significant progress has been achieved by

Request	*Response*
	UNMIL in terms of imparting results-oriented training on sexual exploitation and abuse awareness and prevention. Sexual exploitation and abuse training has been included as part of induction training for all civilian staff, contingent staff, military observers, staff officers and United Nations police. Following the decision of the Under-Secretary-General to implement activities listed in the draft Department of Peacekeeping Operations welfare and recreational package, UNMIL undertook the following steps to address the quality of work life in the Mission: assistance to staff in meeting MORSS requirements to increase safety; assessment and improvement of staff morale and the health and quality of life of personnel; encouragement of co-location of personnel and of sharing UNMIL facilities with colleagues from United Nations agencies, funds and programmes; and establishment of rules and procedures to make duty-free diesel fuel and Mission-owned generators available to Mission personnel. The number of staff members leaving the Mission and the overall turnover rate have decreased in the budget year 2005/06.

C. Board of Auditors

(A/59/5, vol. II)

Request/recommendation	*Action taken to implement request/recommendation*
The funds monitoring tool had not been fully installed at UNMIL due to the pending upgrading of the Internet connection and the installation of a funds monitoring tool dedicated server. The Board recommends that the Administration expedite the installation and implementation of the funds monitoring tool at the missions in a manner that ensures efficient access and processing (paras. 41 and 42).	A team from Headquarters visited the Mission in April 2005 and trained UNMIL staff on the use of the funds monitoring tool. Internet connection in the Mission has been upgraded and since July 2005, the funds monitoring tool is being used and its benefits are appreciated by the Mission.
Non-expendable equipment: differences were noted between the field assets control system/Galileo record of items of non-expendable	The Administration agrees with the recommendation that the information in the financial statements relating to non-expendable equipment should correspond with the actual

Request/recommendation	*Action taken to implement request/recommendation*
equipment and the physical verification of the equipment and, at UNMIL, items totaling $393,282 pending write-off and disposal had not been included in the schedule submitted to Headquarters as the items were not recorded on the field assets control system as pending write-off (para. 64 (a) and (d)).	situation. UNMIL has corrected the discrepancy referred to by the Board of Auditors. The Mission management has instructed all asset managers to regularly update and reconcile the information in Galileo with that of the Property Control and Inventory Unit to ensure more accurate accounting for non-expendable equipment. In this regard, Self-Accounting Units periodically evaluate all damaged/obsolete non-expendables and the Property Control and Inventory Unit monitors Self-Accounting Units to ensure that the list of items pending write-off and disposal at the end of each financial period is complete and accurate. The Property Control and Inventory Unit is inspecting and updating the database in Galileo based upon the data provided by the Self-Accounting Units regarding the pending write-off and disposal of assets.
The Board recommends that the Administration continue its efforts to narrow the gap between the budgeted and actual flight hours utilized by missions (para. 110).	In 2004/05, for UNMIL, the average aircraft flight hour utilization rate against budgeted hours was 77 per cent. Actual hours flown in 2004/05 have been taken into account during the preparation of the 2006/07 budget. Savings in hours utilized could also be interpreted as efficient use of the aircraft. Various factors, such as unfavourable weather conditions and reduced operational requirements, can lead to variance. The Mission is monitoring the actual hours flown on a daily and monthly basis. Cumulative daily totals are compared to the monthly budgeted hours and flights controlled, as necessary. Monthly figures are compared with budgeted figures and any variances are controlled in the next month. In August 2005 the Department of Peacekeeping Operations issued comprehensive aviation budget guidelines and a template to guide the preparation of aviation budgets. Accordingly, the missions have been instructed to base all future flight hours projection on the most recent actual usage of aircraft. A team from the Department has also visited and trained aviation personnel on the new guidelines and use of the template at UNMIL and various other missions.

Request/recommendation	*Action taken to implement request/recommendation*
The Board noted that UNMIL experienced difficulties with the rations contractor's service delivery. The Administration agreed with the Board's recommendation to review in detail the rations management standard operating procedures of missions to ensure that they are in line with the Rations Management Manual (paras. 195 (e) and 203).	The UNMIL Administration has instructed the Supply Section to carry out regular inspections to confirm that rations contractors comply with contractual obligations. The Mission has a system in place for the management and control over rations. A working group comprised of at least one military and one civilian food specialist and key personnel from the Food Cell held its first meeting at the end of November 2004. The objective of the working group is to review and update the Standard Operating Procedures Manual and align it with the Rations Management Manual. The revised Standard Operating Procedures on Rations was completed and distributed to all military contingents and Food Cell personnel in January 2005.
The Board recommends that the Administration implement adequate measures to prevent the recurrence of problems identified with regard to vendor performance failures (para. 214).	UNMIL has implemented a number of measures to reduce and minimize the occurrence of problems of vendor performance failure. These include: – Establishment of a Vendor Performance Review Committee to review reported instances of poor performance formally and make recommendations on suspension of suppliers to avoid repeat use of such firms – Establishment of an Expediting Team within the Procurement Section, responsible for tracking and following up on all deliveries, broadcasting to the Section customers twice-weekly updates for major projects and alerting the respective unit chiefs of impending delay/non-performance – A Vendor Registration Officer, responsible for ensuring the vetting of vendors' suitability as a potential supplier or contractor, leads the Expediting Team – Liquidation of damages for delays in performance are contained in purchase orders and contracts – Encouragement of requisitioners to provide viable descriptions of requirements and proper technical evaluation criteria to ensure supplier and customer both have a clear understanding of what is being solicited, what is to be delivered and the agreed timeline.

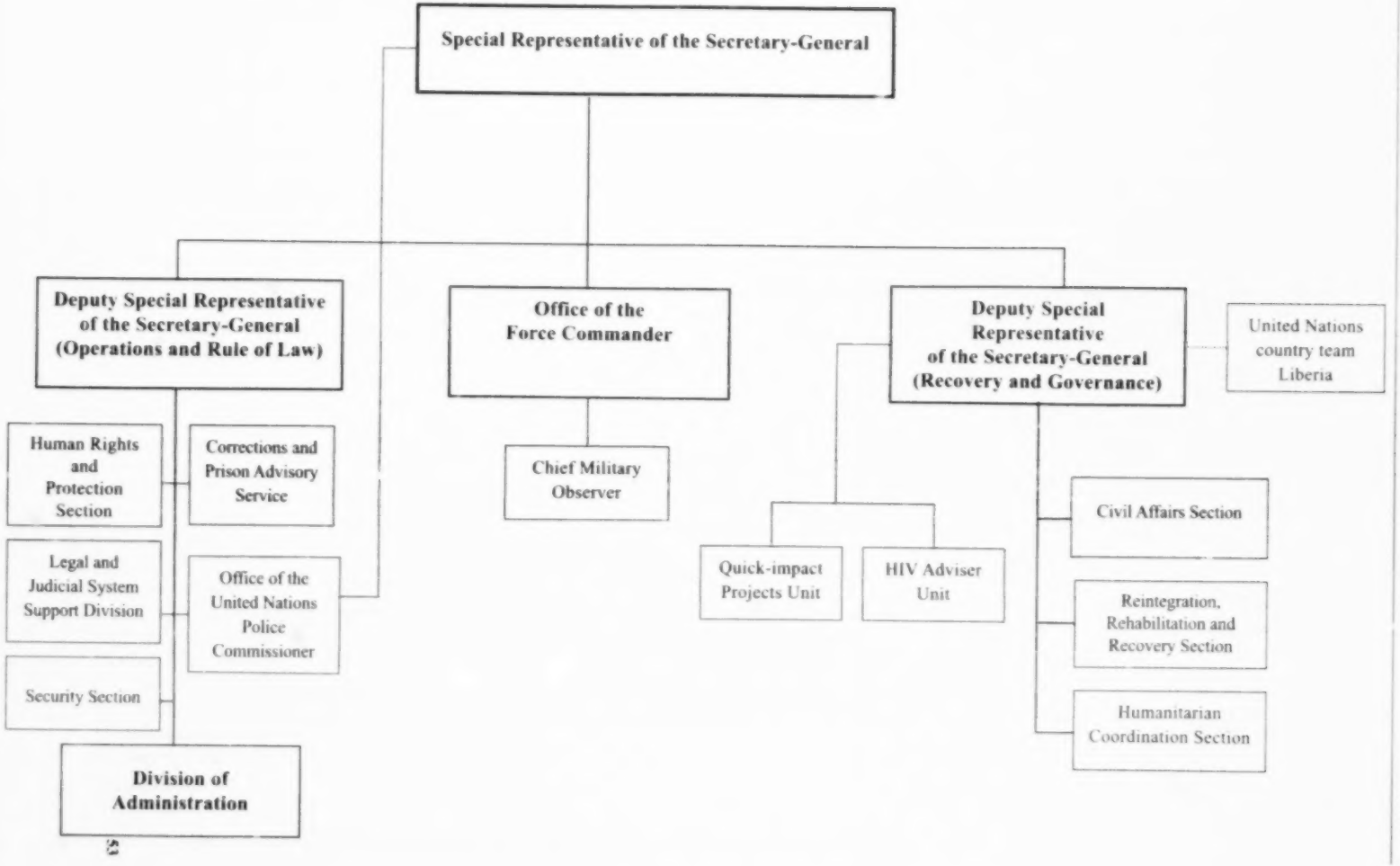
Request/recommendation	*Action taken to implement request/recommendation*
	Furthermore, all missions are now required to complete quarterly Intranet-based evaluations on vendor performance levels for Headquarters contracts. These reports permit management oversight of the implementation of contractual requirements and facilitate the timely identification of deteriorating performance levels, thus allowing the initiation of appropriate and timely corrective action. In addition, twice a year, field missions are required to complete supplier evaluation forms designed to gauge vendors' compliance with contractual specifications. In order to further streamline this process, the Department of Peacekeeping Operations and the Department of Management are actively reviewing their respective information needs with the intent of consolidating vendor monitoring into one comprehensive tool satisfying all stakeholders.
The Board recommends that the Administration take further steps to ensure that all peacekeeping missions formally identify the training needs of all procurement officers and communicate these needs to Headquarters (para. 258).	Implemented. A training plan has been established. A formal Procurement Training Seminar is being held in April by Headquarters Procurement Services, in UNMIL. This is being backed up by a series of locally arranged workshops on pertinent aspects of the procurement process. As part of the Mission's overall training plan, a series of workshops are being held in the Procurement Section, to be completed by the end of the current financial year, which procurement customers are encouraged to attend. Service partners such as Receipt and Inspection and Finance have been invited similarly to provide such workshops for procurement staffs' better understanding of the acquisition process as a whole.
The Board recommends that the Administration, in consultation with the peacekeeping missions, analyse the prequalification requirements for registering prospective local vendors in the context of the difficulties being experienced with respect to local vendors and with a view to considering alternative compensating controls for registering those local vendors where goods or services are required urgently (para. 269).	At the start of the United Nations Mission in Liberia, a short-form vendor registration application document, drawn from the United Nations Interim Force in Lebanon, was used in light of the constraints on local vendors in terms of available supporting documentation. This was discouraged by the Board and since early 2005, UNMIL has implemented the sole use of the complete vendor registration application forms as promulgated by the Headquarters Procurement Service, together with a vendor registration work sheet recording the points basis on which firms are calculated to be acceptable or not. UNMIL welcomes the Board's recommendation that the Administration consult with the peacekeeping missions on alternative compensating controls in the context of urgent local requirements.

Request/recommendation	*Action taken to implement request/recommendation*
The Board recommends that the Administration consider the feasibility of compliance by missions with the Procurement Manual in respect of local vendor review committees and vendor database officers with a view to revising the Manual, if appropriate, while ensuring proper controls and accountability (para. 272).	Implemented. UNMIL has implemented a local Vendor Review Committee and a Vendor Registration Officer, responsible within the Support Unit for the vendor database.
The Board encourages the Administration to continue its implementation of the Department of Peacekeeping Operations mission disaster recovery and business continuity plan as a matter of priority (para. 309).	UNMIL continues to implement the Department of Peacekeeping Operations mission disaster recovery and business continuity plan as a matter of priority. The infrastructure for the transfer and storage of mission-critical data has been implemented and the Mission's critical data have been backed up at the United Nations Logistics Base.

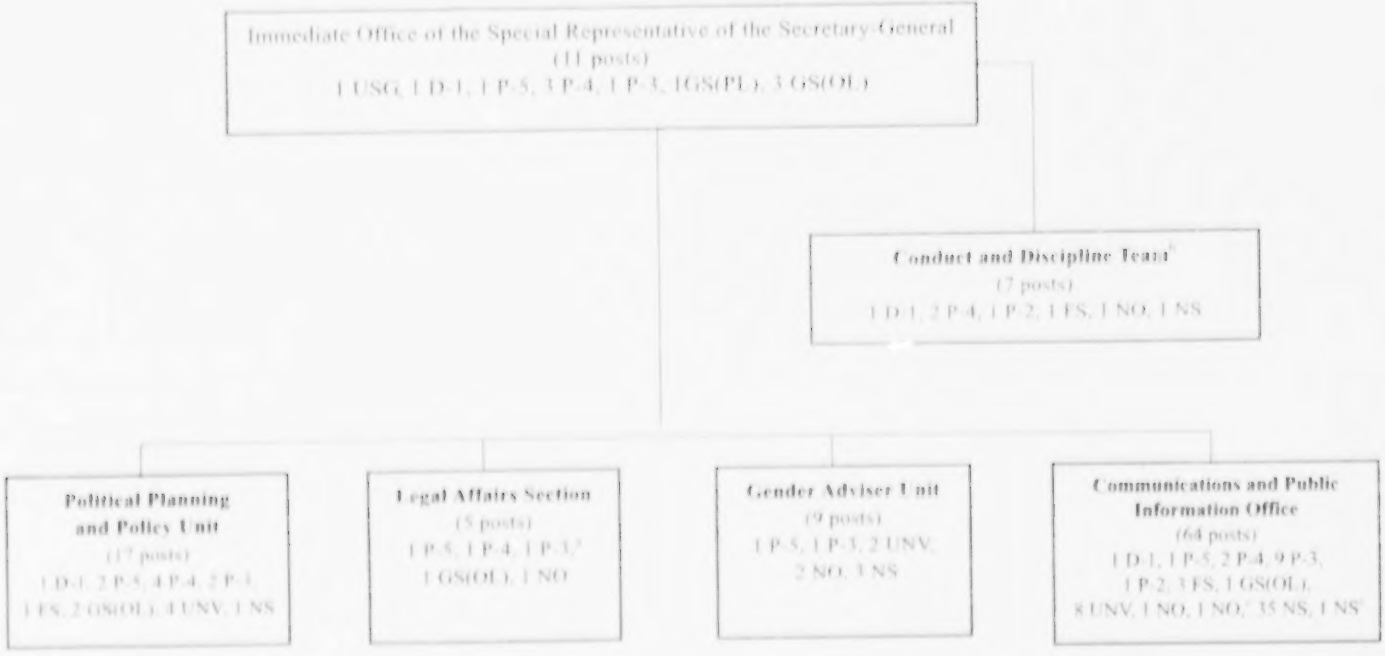
Annex

Organization charts

A. United Nations Mission in Liberia substantive offices


Special Representative of the Secretary-General
Deputy Special Representative of the Secretary-General (Operations and Rule of Law)
Office of the Force Commander
Deputy Special Representative of the Secretary-General (Recovery and Governance)
United Nations country team Liberia
Human Rights and Protection Section
Corrections and Prison Advisory Service
Legal and Judicial System Support Division
Office of the United Nations Police Commissioner
Security Section
Division of Administration
Chief Military Observer
Quick-impact Projects Unit
HIV Adviser Unit
Civil Affairs Section
Reintegration, Rehabilitation and Recovery Section
Humanitarian Coordination Section

B. Office of the Special Representative of the Secretary-General


Immediate Office of the Special Representative of the Secretary-General
(11 posts)
1 USG, 1 D-1, 1 P-5, 3 P-4, 1 P-3, 1GS(PL), 3 GS(OL)
Conduct and Discipline Team[b]
(7 posts)
1 D-1, 2 P-4, 1 P-2, 1 FS, 1 NO, 1 NS
Political Planning and Policy Unit
(17 posts)
1 D-1, 2 P-5, 4 P-4, 2 P-3, 1 FS, 2 GS(OL), 4 UNV, 1 NS
Legal Affairs Section
(5 posts)
1 P-5, 1 P-4, 1 P-3,[c] 1 GS(OL), 1 NO
Gender Adviser Unit
(9 posts)
1 P-5, 1 P-3, 2 UNV, 2 NO, 3 NS
Communications and Public Information Office
(64 posts)
1 D-1, 1 P-5, 2 P-4, 9 P-3, 1 P-2, 3 FS, 1 GS(OL), 8 UNV, 1 NO, 1 NO,[c] 35 NS, 1 NS[c]

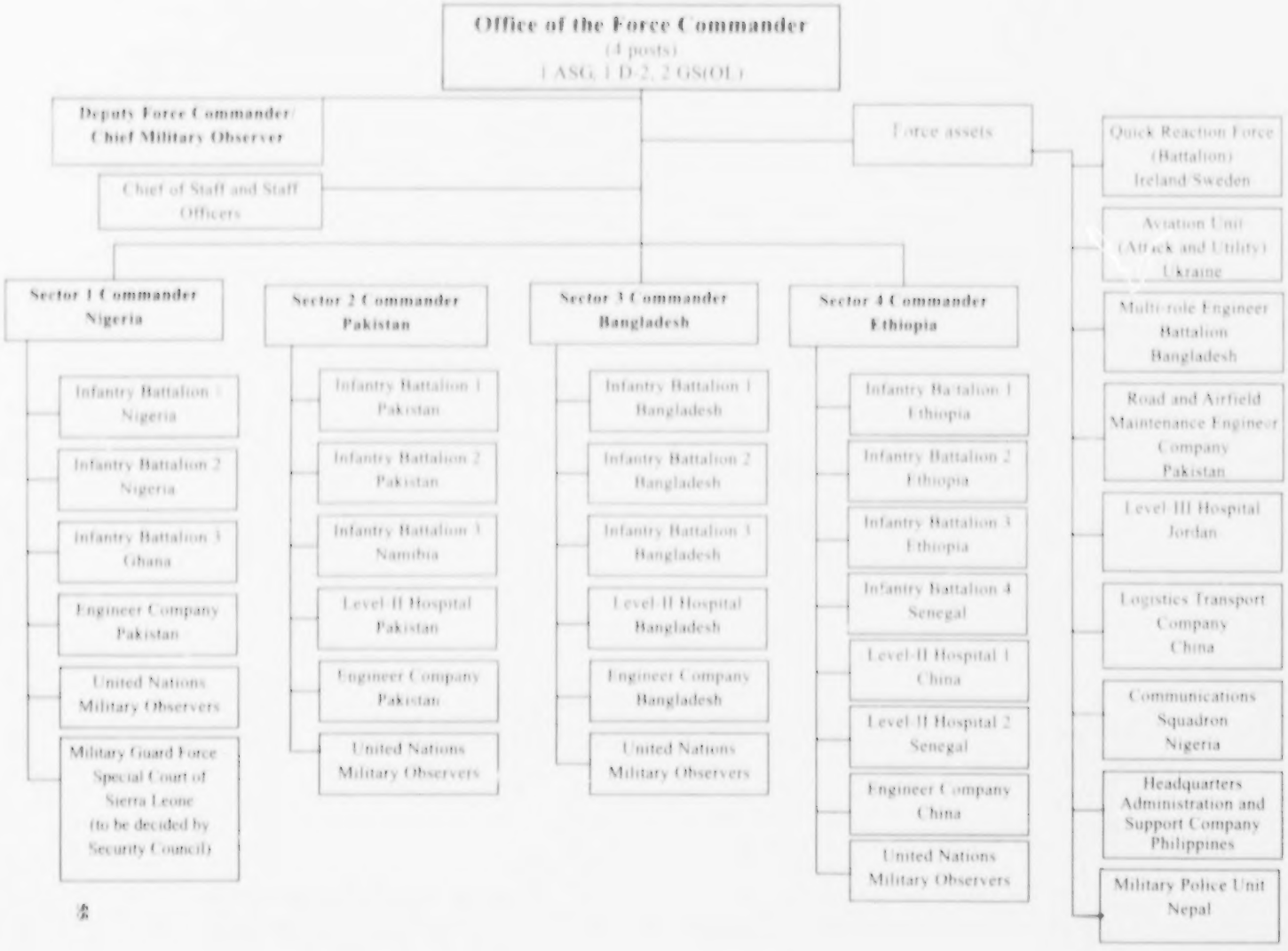
[a] Abbreviations:
FS = Field Service; GS = General Service; OL = Other level; PL = Principal level; NO = National Officer; NS = National staff; UNV = United Nations Volunteers; USG = Under-Secretary-General.

[b] New post.

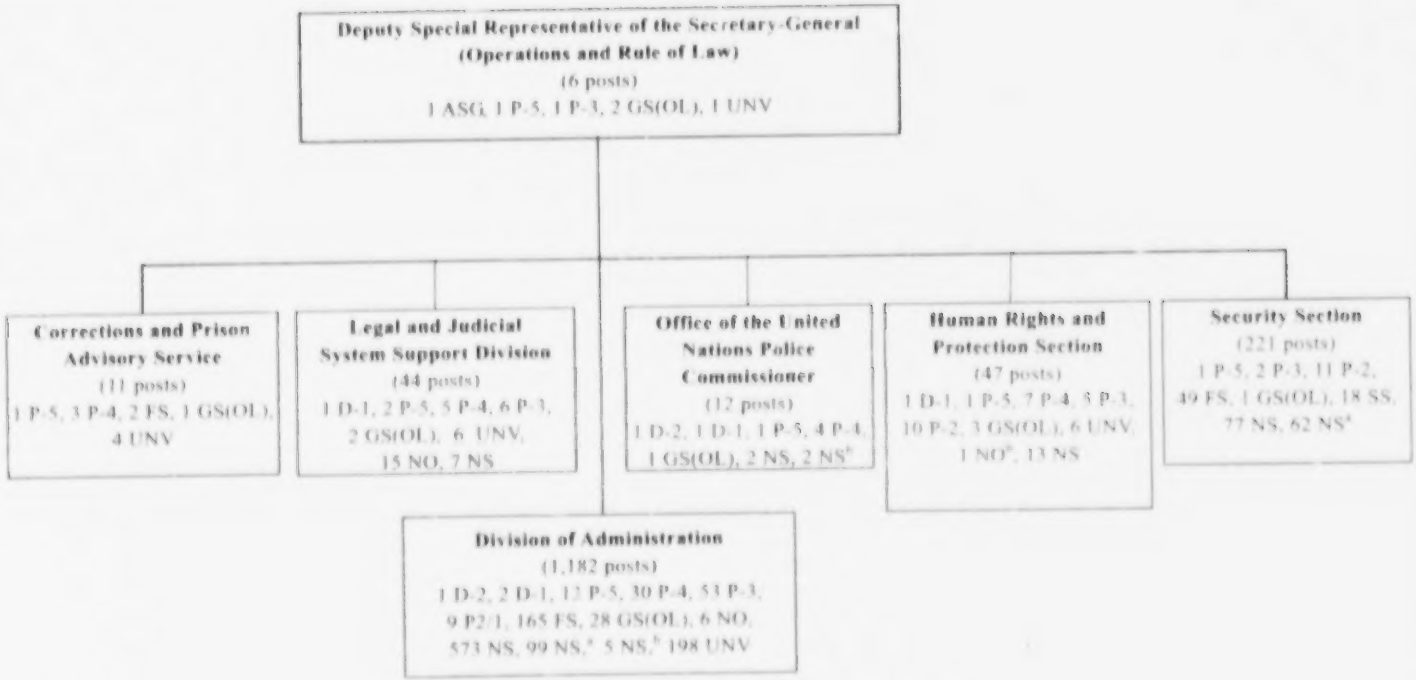
[c] Funded under general temporary assistance.

[d] Reclassified.

C. Military operations



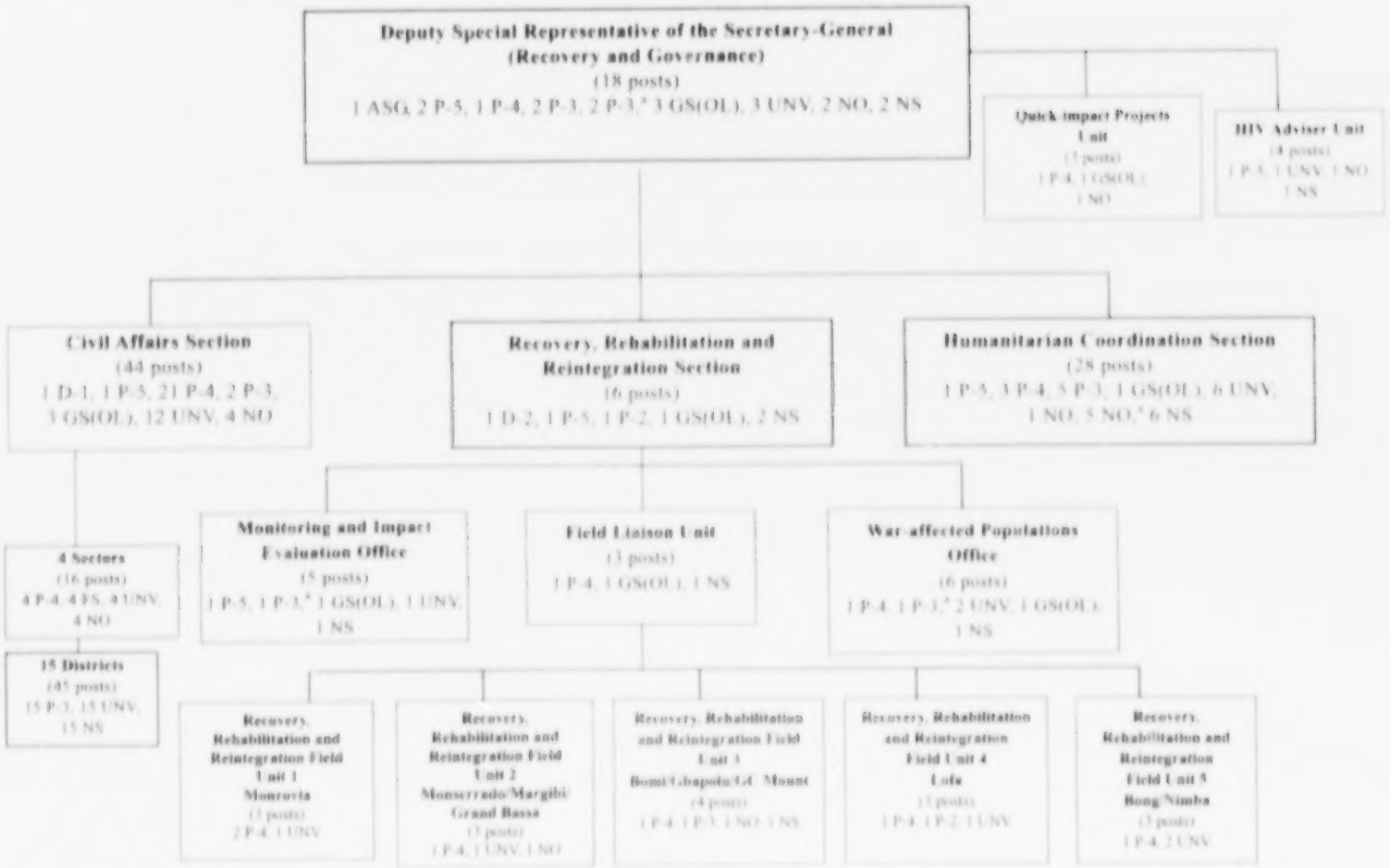
D. Office of the Deputy Special Representative of the Secretary-General (Operations and Rule of Law)


Deputy Special Representative of the Secretary-General (Operations and Rule of Law)
(6 posts)
1 ASG, 1 P-5, 1 P-3, 2 GS(OL), 1 UNV
Corrections and Prison Advisory Service
(11 posts)
1 P-5, 3 P-4, 2 FS, 1 GS(OL), 4 UNV
Legal and Judicial System Support Division
(44 posts)
1 D-1, 2 P-5, 5 P-4, 6 P-3, 2 GS(OL), 6 UNV, 15 NO, 7 NS
Office of the United Nations Police Commissioner
(12 posts)
1 D-2, 1 D-1, 1 P-5, 4 P-4, 1 GS(OL), 2 NS, 2 NS[b]
Human Rights and Protection Section
(47 posts)
1 D-1, 1 P-5, 7 P-4, 5 P-3, 10 P-2, 3 GS(OL), 6 UNV, 1 NO[b], 13 NS
Security Section
(221 posts)
1 P-5, 2 P-3, 11 P-2, 49 FS, 1 GS(OL), 18 SS, 77 NS, 62 NS[a]
Division of Administration
(1,182 posts)
1 D-2, 2 D-1, 12 P-5, 30 P-4, 53 P-3, 9 P-2/1, 165 FS, 28 GS(OL), 6 NO, 573 NS, 99 NS,[a] 5 NS,[b] 198 UNV

[a] New post.

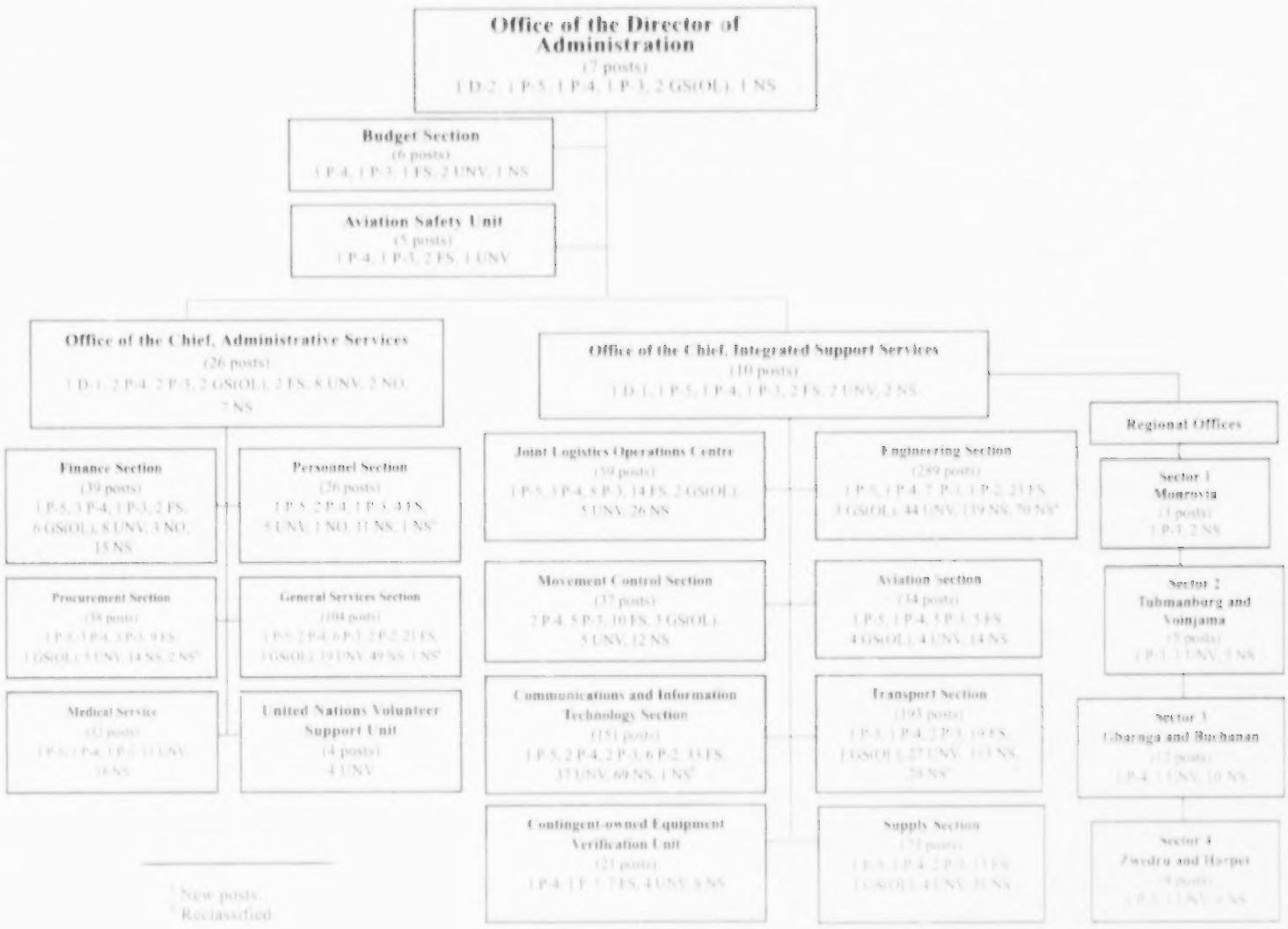
[b] Reclassified.

E. Office of the Deputy Special Representative of the Secretary-General (Recovery and Governance)


Deputy Special Representative of the Secretary-General (Recovery and Governance)
(18 posts)
1 ASG, 2 P-5, 1 P-4, 2 P-3, 2 P-3,* 3 GS(OL), 3 UNV, 2 NO, 2 NS
Quick-impact Projects Unit
(3 posts)
1 P-4, 1 GS(OL), 1 NO
HIV Adviser Unit
(4 posts)
1 P-5, 1 UNV, 1 NO, 1 NS
Civil Affairs Section
(44 posts)
1 D-1, 1 P-5, 21 P-4, 2 P-3, 3 GS(OL), 12 UNV, 4 NO
Recovery, Rehabilitation and Reintegration Section
(6 posts)
1 D-2, 1 P-5, 1 P-2, 1 GS(OL), 2 NS
Humanitarian Coordination Section
(28 posts)
1 P-5, 3 P-4, 5 P-3, 1 GS(OL), 6 UNV, 1 NO, 5 NO,* 6 NS
4 Sectors
(16 posts)
4 P-4, 4 FS, 4 UNV, 4 NO
15 Districts
(45 posts)
15 P-3, 15 UNV, 15 NS
Monitoring and Impact Evaluation Office
(5 posts)
1 P-5, 1 P-3,* 1 GS(OL), 1 UNV, 1 NS
Field Liaison Unit
(3 posts)
1 P-4, 1 GS(OL), 1 NS
War-affected Populations Office
(6 posts)
1 P-4, 1 P-3,* 2 UNV, 1 GS(OL), 1 NS
Recovery, Rehabilitation and Reintegration Field Unit 1 Monrovia
(3 posts)
2 P-4, 1 UNV
Recovery, Rehabilitation and Reintegration Field Unit 2 Monserrado/Margibi/ Grand Bassa
(3 posts)
1 P-4, 1 UNV, 1 NO
Recovery, Rehabilitation and Reintegration Field Unit 3 Bomi/Gbapolu/Gt. Mount
(4 posts)
1 P-4, 1 P-3, 1 NO, 1 NS
Recovery, Rehabilitation and Reintegration Field Unit 4 Lofa
(3 posts)
1 P-4, 1 P-2, 1 UNV
Recovery, Rehabilitation and Reintegration Field Unit 5 Bong/Nimba
(3 posts)
1 P-4, 2 UNV

* Temporary positions to be regularized in 2006/07.

F. Division of Administration


Office of the Director of Administration
(7 posts)
1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 GS(OL), 1 NS
Budget Section
(6 posts)
1 P-4, 1 P-3, 1 FS, 2 UNV, 1 NS
Aviation Safety Unit
(5 posts)
1 P-4, 1 P-3, 2 FS, 1 UNV
Office of the Chief, Administrative Services
(26 posts)
1 D-1, 2 P-4, 2 P-3, 2 GS(OL), 2 FS, 8 UNV, 2 NO, 7 NS
Finance Section
(39 posts)
1 P-5, 3 P-4, 1 P-3, 2 FS, 6 GS(OL), 8 UNV, 3 NO, 15 NS
Personnel Section
(26 posts)
1 P-5, 2 P-4, 1 P-3, 4 FS, 5 UNV, 1 NO, 11 NS, 1 NS[1]
Procurement Section
(38 posts)
1 P-5, 3 P-4, 3 P-3, 9 FS, 1 GS(OL), 5 UNV, 14 NS, 2 NS[2]
General Services Section
(104 posts)
1 P-5, 2 P-4, 6 P-3, 2 P-2, 21 FS, 1 GS(OL), 19 UNV, 49 NS, 1 NS[2]
Medical Service
(32 posts)
1 P-5, 1 P-4, 1 P-3, 11 UNV, 18 NS
United Nations Volunteer Support Unit
(4 posts)
4 UNV
Office of the Chief, Integrated Support Services
(110 posts)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 2 FS, 2 UNV, 2 NS
Joint Logistics Operations Centre
(59 posts)
1 P-5, 3 P-4, 5 P-3, 14 FS, 2 GS(OL), 5 UNV, 26 NS
Engineering Section
(289 posts)
1 P-5, 1 P-4, 7 P-3, 1 P-2, 23 FS, 3 GS(OL), 44 UNV, 139 NS, 70 NS[2]
Movement Control Section
(37 posts)
2 P-4, 5 P-3, 10 FS, 3 GS(OL), 5 UNV, 12 NS
Aviation Section
(34 posts)
1 P-5, 1 P-4, 5 P-3, 5 FS, 4 GS(OL), 4 UNV, 14 NS
Communications and Information Technology Section
(151 posts)
1 P-5, 2 P-4, 2 P-3, 6 P-2, 33 FS, 32 UNV, 69 NS, 1 NS[2]
Transport Section
(193 posts)
1 P-5, 1 P-4, 2 P-3, 19 FS, 1 GS(OL), 27 UNV, 113 NS, 29 NS[2]
Contingent-owned Equipment Verification Unit
(21 posts)
1 P-4, 1 P-3, 7 FS, 4 UNV, 8 NS
Supply Section
(72 posts)
1 P-5, 1 P-4, 2 P-3, 13 FS, 1 GS(OL), 4 UNV, 31 NS
Regional Offices
Sector 1
Monrovia
(3 posts)
1 P-3, 2 NS
Sector 2
Tubmanburg and Voinjama
(5 posts)
1 P-3, 1 UNV, 3 NS
Sector 3
Gbarnga and Buchanan
(12 posts)
1 P-4, 1 UNV, 10 NS
Sector 4
Zwedru and Harper
(8 posts)
1 P-3, 1 UNV, 6 NS

[1] New posts.
[2] Reclassified.

UNMIL
Deployment as of
December 2005
SIERRA
LEONE
GUINEA
LIBERIA
COTE
D'IVOIRE
Monrovia
1
2
3
4
NAMIBIA
PAKISTAN
BANGLADESH
NIGERIA
IRELAND & SWEDEN
PHILIPPINES
CHINA
NEPAL
JORDAN
ETHIOPIA
GHANA
SENEGAL
UKRAINE
OTHER
DEPLOYMENT
CAMP
SCHEFFELIN